

State Information Technology Plan



Planning and Financing State Information Technology Resources for the 2015-2017 Biennium (Pursuant to General Statute § 147-33.72B)

Chris Estes

State Chief Information Officer

Office of Information Technology Services

March 2015

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Message from the State Chief Information Officer

To: Members of the General Assembly

From: Chris Estes, State Chief Information Officer

I am pleased to submit the State Information Technology Plan for the 2015-2017 Biennium. In addition to the requirements for the State IT Plan provided in statute, this plan builds upon our One IT strategy with continued focus on enhancing customer service and satisfaction, improving operational efficiency, and collaboration across government organizations.

This plan was developed in support of the Governor's priorities and recommended budget and is based on input from State agencies. The goals and supporting activities outlined in this plan are designed to provide effective technology solutions that support the Governor's priorities. Two specific programs will truly transform State government in the coming biennium: establishing a cabinet-level Department of Information Technology and implementing a statewide Enterprise Resource Planning system (ERP). These primary initiatives will make State government more efficient and improve oversight and management of our IT resources.

We will continue to pursue technology solutions that increase citizen satisfaction and streamline the business of State government. Information technology provides us with many exciting opportunities to improve satisfaction and efficiency including, the development of "big data" capabilities that enable transparency and improve decision-making, the creation of a unified web experience that allows customers to seamlessly transition across agencies, and expanded digital learning by delivering Wi-Fi to our classrooms.

On behalf of agency technology leaders and more than 2,600 dedicated IT professionals, we are pleased to share this plan for delivering effective IT solutions to the citizens of North Carolina. We appreciate the strong commitment you have made to advancing North Carolina's technology capabilities, and we look forward to making continued progress as One IT throughout the coming biennium.

Chris Estes

State Chief Information Officer

Purpose

General Statute §147-33.72B requires that the State Chief Information Officer (SCIO) submit to the General Assembly a State Information Technology Plan at the beginning of each regular session. Current legislation requires the plan to include the following:

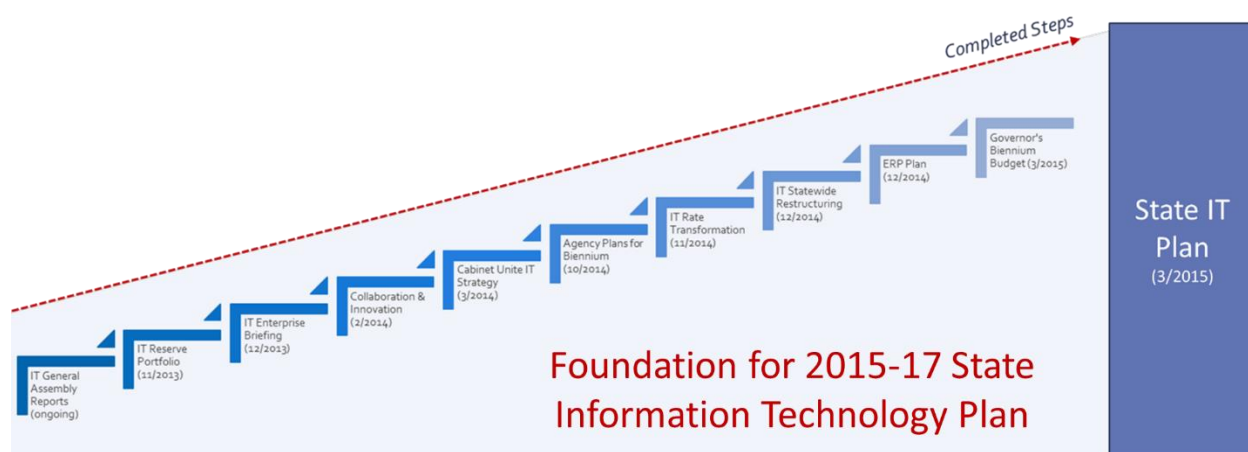
- (1) An inventory of current information technology assets and major projects currently in progress. As used in this subdivision, the term "major project" includes projects subject to review and approval under G.S. 147-33.72C.*
- (2) An evaluation and estimation of the significant unmet needs for information technology resources over a five-year time period. The Plan shall rank the unmet needs in priority order according to their urgency.*
- (3) A statement of the financial requirements posed by the significant unmet needs, together with a recommended funding schedule for each major project currently in progress or recommended for initiation during the upcoming fiscal biennium.*
- (4) An analysis of opportunities for statewide initiatives that would yield significant efficiencies or improve effectiveness in state programs.*

The full text of this legislation can be found in Appendix A.

Introduction

As outlined in the Purpose section, this plan is intended to provide a cumulative view of technology needs across the State. This plan is the culmination of a multi-step process designed by the State Chief Information Officer (SCIO) to align the numerous independent initiatives across the agencies and institutions that comprise State government's IT operations. The SCIO was appointed in January of 2013, one month before the Statewide IT Plan was due to the General Assembly. Legislators acknowledged that there was not sufficient time for new leadership to prepare a comprehensive two-year plan for the State's technology resources. The figure below illustrates the reporting process, developed by the SCIO and agreed upon by the General Assembly, that led up to this 2015-2017 State IT Plan.

Figure 1: Steps to achieving the 2015-2017 State IT Plan



This State IT Plan builds upon iterations of plans and reports that have been developed and delivered over the past two years. Of the numerous reports that have contributed to this plan, the subset below provided significant input and merit additional explanation. Where available, links to the documents have been provided.

- [Statewide IT Restructuring Plan](#): prescribed by Section 7.4(c) of Session Law 2013-360 and developed with the North Carolina Government Efficiency and Reform program (NC GEAR), the restructuring plan recommended that the State create a unified IT organization with clear accountability and authority for all Cabinet IT resources. In December of 2014, the SCIO recommended that the General Assembly create a Cabinet-level Department of Information Technology (DIT) as a single source of accountability and authority over Cabinet Agency IT projects, budgets, and personnel.
- [North Carolina Government Efficiency and Reform \(NC GEAR\)](#): in early 2013, NC GEAR was created by Governor McCrory and the General Assembly to develop a strategic transformation plan to improve the efficiency, effectiveness, customer service, and sustainability of our state government. The SCIO worked closely with the NC GEAR team and many of the strategies outlined in this document align with NC GEAR.
- [Agency IT Plans](#): by statute, all agencies are required to submit an IT plan in October of each even-numbered year. This statewide IT plan represents the priorities defined by the individual agencies and common needs and opportunities for cross-agency services. A comprehensive summary of the identified agency initiatives and all available agency IT plans are included in Appendix B.
- [Cabinet Unite IT Strategy](#): prescribed by Executive Order 30, the Unite IT Strategy was developed as an interim statewide IT Plan until the publication of the 2015-2017 statewide IT Plan. The plan was based upon input from the Cabinet agencies, recognized needs across the enterprise and external forces that are shaping the IT industry. This 2015-2017 IT Plan builds upon the foundation established by the Cabinet Unite IT Strategy.
- [Executive Order No. 30 \(EO30\)](#): in November 2013 Governor McCrory issued Executive Order 30, which established a reporting structure between the SCIO and Cabinet Agency CIOs and directed the cabinet agencies to work together to support the most efficient operating model for the delivery of IT. Executive Order 30 can be found in Appendix C.
- [The Governor's Recommended Budget](#): in his State of the State address Governor McCrory defined his priorities for the 2015-2017 Biennium. Those priorities focused on the following seven areas for the business of state government:
 1. Jobs and the Economy
 2. Education
 3. Transportation
 4. Infrastructure and Project Phoenix
 5. Health and Public Safety
 6. Increase Efficiency and Improve Operations
 7. Veterans and Military

The Governor's recommended state budget supports these priorities and this plan includes IT initiatives aligned with the Governor's priorities and recommended state budget.

Throughout this document the organization is referred to as the Office of Information Technology Services (OITS) rather than the Department of Information Technology (DIT), because the creation of the new department requires support from the General Assembly to enact new legislation. Along with the recommended steps to restructure IT, the initiatives in this plan are intended to improve effectiveness in state programs and IT operations.

Section 1: Inventory of Current IT Assets and Major Projects

The SCIO submits an inventory of known applications and current projects to the State Controller each year, for inclusion in the State's annual [Information Technology Expenditures Report](#). This is the most comprehensive inventory of technology assets and projects available. The data used to develop this annual report comes from two primary sources:

1. **Project Portfolio Management (PPM) system** – the project management system used by the State's Enterprise Project Management Office (EPMO). The data that resides in this system is self-reported by the agencies, and is not all inclusive.
2. **Application Portfolio Management (APM) system** – a database that stores information about the applications that are deployed across the agencies.

Accuracy in both of these systems is dependent upon agency adherence to established project processes. Lack of adherence makes it difficult to accurately determine what systems the state has, what is being double counted, and what is not being counted at all. A recent state audit, "Statewide Information Technology Project Benefits and Governance" dated February 2015, found that on occasion agencies break projects into smaller initiatives to avoid IT oversight. In addition to self-reporting of independently classified data, the APM and PPM systems maintain only basic information about applications and projects and do not store information on other IT assets. As part of the program to restructure IT across the State a comprehensive inventory of IT assets is recommended.

Project Tracking System Data

As of February 2015, there were 145 active projects in the PPM tool, with an aggregate total cost of ownership (over 5 years) of \$1,133,805,939. Table 1 below is a summary by agency. A detailed list of these projects can be found in Appendix D.

Table 1: Summary of Active Projects by Agency			
Agency	Project Count	Total Project Cost	Total Cost of Ownership
Administration, Department of	4	\$349,626	\$1,355,226
Agriculture and Consumer Services, Department of	2	\$379,233	\$427,293
Administrative Hearings, Office of	1	\$0	\$362,811
Commerce, Department of	3	\$4,396,034	\$9,131,105
Controller, Office of the State	5	\$1,562,423	\$5,153,741
Environment and Natural Resources, Department of	7	\$3,549,421	\$5,429,333
Health and Human Services, Department of	15	\$348,190,707	\$430,238,025
Human Resources, Office of State	2	\$912,129	\$3,072,689
Insurance, Department of	2	\$440,570	\$715,330
Information Technology Services, Office of	27	\$42,819,233	\$90,568,074
Justice, Department of	5	\$1,276,652	\$3,477,305
Labor, Department of	1	\$1,141,988	\$1,512,038
North Carolina Community Colleges	3	\$144,885	\$4,515,723
Public Instruction, Department of	18	\$77,967,949	\$207,038,344
Public Safety, Department of	9	\$45,734,701	\$76,259,202
Revenue, Department of	7	\$7,492,861	\$16,016,417
State Board of Elections	2	\$424,000	\$4,911,654
Secretary of State, Department of the	1	\$0	\$0
Transportation, Department of	32	\$107,485,062	\$262,094,492
Treasurer, Department of the State	4	\$9,553,113	\$13,193,356
Wildlife Resources Commission	1	\$78,800	\$116,300
TOTAL	145	\$653,170,528	\$1,133,805,939

Application Portfolio Management System Data

There are 992 active applications in the APM tool, with a total cost of \$214 million for FY 2014. Table 2 is a summary by agency. A detailed list of these applications can be found in Table 6.8 of the [Information Technology Expenditure Report](#) for 2014. The information in the APM tool is self-reported by the agencies that support the applications. Agencies have acknowledged that the APM tool does not contain all applications, and that the financial information recorded for the applications in the tool is not always accurate or complete.

Table 2: Summary of Applications by Agency		
Agency	Application Count	FY 2014 Cost
Department of Administration	41	\$11,993,683
Department of Agriculture and Consumer Services	43	\$332,329
Office of Administrative Hearings	3	\$4,031
Office of the State Auditor	10	\$228,998
Office of the Governor/Office of State Budget and Management	11	\$1,676,712
Department of Commerce	58	\$14,257,085
Department of Cultural Resources	17	\$91,430
Department of Environment and Natural Resources	140	\$2,691,006
Department of Health and Human Services	171	\$81,174,630
Department of Insurance	19	\$318,471
Office of Information Technology Services	41	\$19,387,744
Department of Justice	25	\$820,820
Department of Labor	7	\$43,296
North Carolina Community College System	4	\$1,140,522
Department of Public Instruction	157	\$7,418,817
Department of Public Safety	136	\$12,299,290
Department of Revenue	11	\$5,932,924
State Board of Elections	5	\$3,284,257
Department of the Secretary of State	1	\$551,438
Department of Transportation	73	\$42,814,130
North Carolina Turnpike Authority	1	\$2,550,072
Department of the State Treasurer	13	\$5,055,698
Wildlife Resources Commission	5	\$127,098
TOTAL	992	\$214,194,481

The tracking of physical assets provides similar challenges. Each agency has different degrees of ability to track assets and with varying levels of accuracy, making any aggregation difficult and unreliable. One of the State's key needs, as already reported by the State Budget Director, the State Controller, and the State Chief Information Officer, is the implementation of a statewide ERP system that would address management of all state assets.

Section 2: Evaluation of Significant Unmet Needs

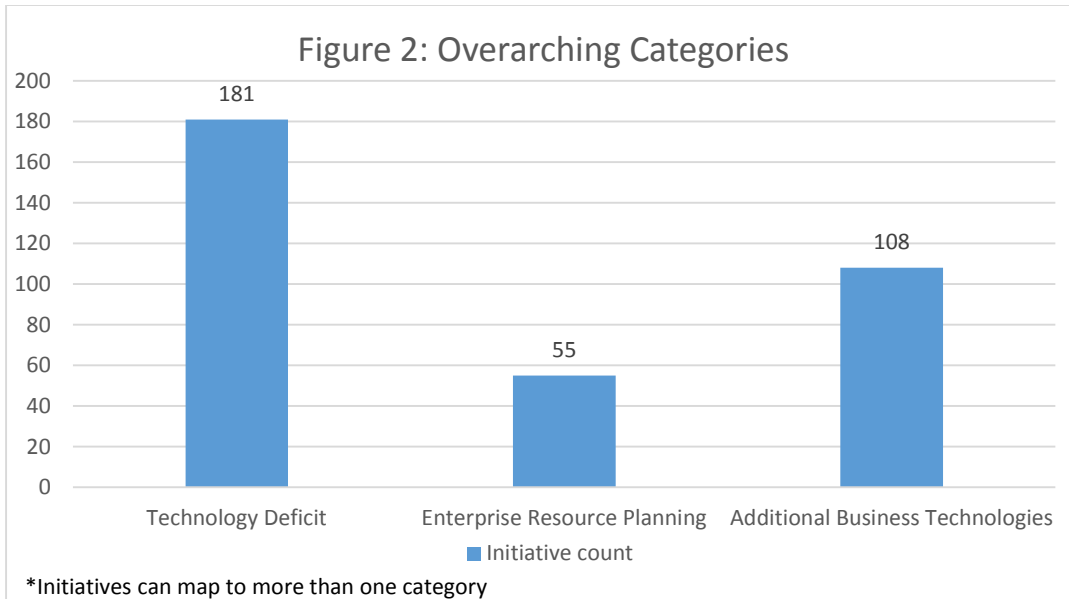
Under the current operating model for state government IT, agencies consider and define needs differently. In an effort to comprehensively address unmet needs, the SCIO analyzed the data from the PPM system and information provided in the agency IT plans.

The identified unmet needs were captured in a long list of opportunity areas in which descriptions varied greatly. In order to evaluate the unmet needs effectively, they were assigned to three overarching categories:

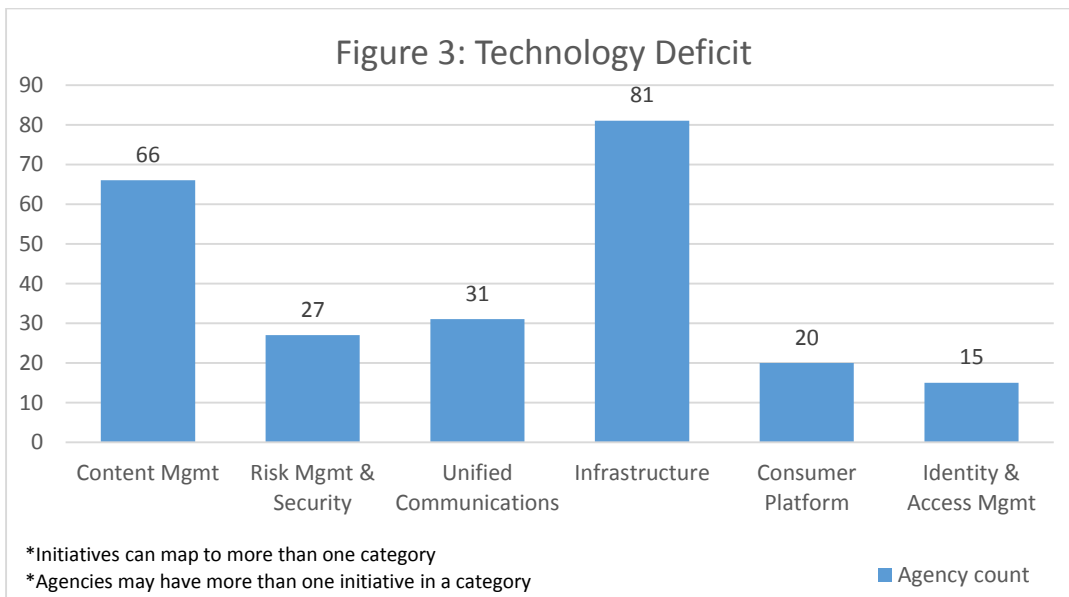
- 1. Technology deficit:** This category includes the replacement and implementation of new computing, storage, network, telephony, desktop software and email. Cloud computing and technology "as-a-service" is transforming the technology industry and these types of IT infrastructure and core services are becoming increasingly commoditized. Years of underfunding have left many agencies with infrastructure that is nearing or has surpassed the manufacturer's end of life, and that require investment to remediate. The technology deficit for commoditized IT should be largely addressed through use of shared infrastructure, including both traditional data centers and external "as a service" options.
- 2. Enterprise Resource Planning:** Agency goals and initiatives for finance, budget, human resources, asset management, fleet management, grants management, inventory management, procurement, and data and analytics fall into this category. Many of these nine core business functions are currently performed in stand-alone systems or manually across individual agencies and could be provided more effectively through the implementation of a statewide ERP system. Initiatives that had a large financial component were also included in this category.
- 3. Additional business technologies:** Other identified goals focus on technologies that enable specific business functions and may not be commoditized IT services or directly linked to a statewide ERP system. This category includes licensure and permitting, case management, and customer relationship management. Agency-specific applications like DMV Modernization, NC Tracks, and Home Base fall into this category.

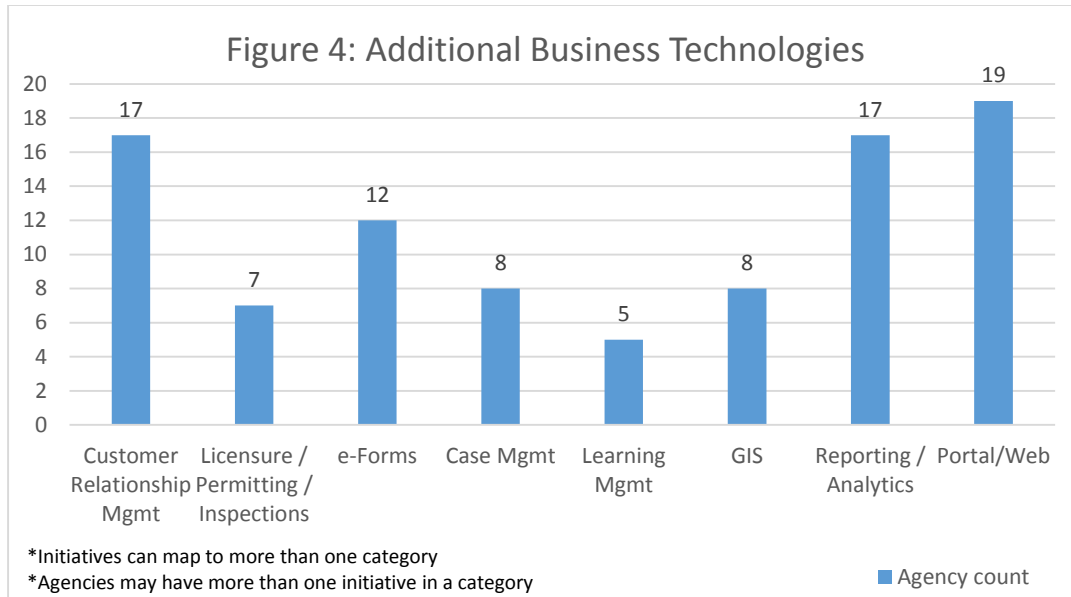
Twenty-two agencies submitted IT plans to the SCIO for the 2015-2017 biennium, covering 397 initiatives. A complete listing of these initiatives can be found in Appendix E. All 22 agencies had at least one initiative that mapped to each of the three overarching categories. As shown in Figure 2 below, of the 397 initiatives, 181 initiatives fell under "Technology Deficit," 55 fell under or were related to "Enterprise Resource Planning," and 108 fell under "Additional business technologies." Some mapped to multiple categories and were counted in each appropriate category.

Not all initiatives were captured in the categories listed above. In addition to the categories tracked, there was a recurring theme across agencies to improve IT business process, in many cases by implementing formalized frameworks like the Information Technology Infrastructure Library (ITIL). These initiatives show a commitment to establishing and applying standards to deliver IT services efficiently and effectively. There were others that were very nuanced and specific to individual agencies, and as a result, did not map to any of the categories.



The Enterprise Resource Planning (ERP) category contained all of the initiatives that would be replaced by the implementation of, or will interface directly with an ERP system. The overarching ERP initiative is explained in more detail in section 4. Further breakdown of the initiatives addressing the technical deficit and focused on other business-enabling technology can be seen in Figures 3 and 4 below. Five categories were particularly prominent, with 17 or more of the 22 agencies identifying related initiatives: customer relationship management, portal/web, reporting and analytics, content management, and infrastructure. Many of the agency initiatives had components that mapped to more than one category, so those initiatives were counted in multiple categories.





In addition to the areas above, it became clear that many of the initiatives required some degree of business process automation as a foundational step, regardless of the category into which they fell. Eighty-seven of the 397 initiatives had business process automation components, representing 20 of the 22 agencies.

The SCIO, in collaboration with the administration and policy-makers, is seeking to address these enterprise needs by restructuring IT management and operations, implementing a statewide ERP, and through other initiatives outlined below. The restructuring effort will enhance our ability to achieve the goals outlined in Section 4.

Section 3: Financial Requirements Posed by Significant Unmet Needs

For decades IT has been seen as an operational cost rather than a business enabler. As a result of this view, the limited funds appropriated for IT are among the first to be cut to ease budget constraints. As outlined in the above section, there are three main areas of unmet needs: Technology Deficit, Enterprise Resource Planning, and Additional Business Technologies. The financial requirements can be evaluated in those categories as well.

1. **Technology Deficit** – In 2013, the SCIO estimated that it would cost approximately \$120 million to fix immediate technology problems across the State and begin to create a more modern IT infrastructure. Governor McCrory recognized this problem and recommended that the General Assembly create the IT Reserve Fund to begin addressing the IT infrastructure deficit. Over the past 2 years, the General Assembly has appropriated over \$48 million dollars to the IT Reserve Fund to begin to address the State’s technology deficit.

IT Reserve Fund appropriations have allowed the SCIO to make improvements in many areas, but there is still a great deal to be done. A summary of the following focus areas and progress toward them is reported on a regular basis:

- **Prepare/Focus:** evaluated the organizational and operating model for IT resulting in the recommendation to restructure IT for the most effective utilization of resources through adoption of the unified model.
- **Remediation (Equipment Relocation):** addressed improvements needed in locations across the State that are unfit to house technology equipment. OITS identified more than 200 at-risk sites for potential remediation, including 31 high-priority sites that were remediated. Of the 31 sites, thirteen are in scope and are actively being remediated. Two sites have since been closed and four sites did not need any remediation once the site inspection was completed. Twelve sites are in leased buildings and the State Property Office is working with the Lessee to evaluate options.
- **Desktop Remediation:** Over 40,000 Microsoft XP-based personal computers were replaced or upgraded to support current industry standards. A successful proof-of-concept was conducted to prove the viability of virtual desktop and application technologies. A new shared service based on these technologies is under development. Additionally, standard operating approaches, including software, are under development across all agencies to ensure consistency and reduced cost of ownership.
- **Microsoft Office:** modernized Microsoft Office suite licenses for state agency users to achieve license compliance, increase standardization, and gain economies of scale in regard to desktop productivity tools.
- **Operate:** focused on improved financial management functions and contract consolidation efforts to increase standardization and improve operations.
- **Plan (Planning & Standards):** provided additional positions to establish an IT planning and standards processes that links IT capabilities with business strategies, improves efficiencies and reduces duplication.
- **Build:** provided additional positions to improve project design and delivery by creating capabilities in solutions architecture, requirements analysis, risk management, and business process management.
- **Network Simplification:** the State's network design and deployed technologies are dated and unable to effectively provide efficient, modern services. The goal of this effort is to provide a more modern, flexible, and secure network that can respond to emerging market trends and changing business requirements.
- **Secure Sign-On:** this project will allow the State to meet increasing demands for multi-factor authentication methods, adopt new capabilities for access methods, eliminate unnecessary redundancies and establish common practices in creating and maintaining credentials, authentication, and authorization for state employees, citizens, and business entities.

Progress has been made over the last biennium but the majority of the Reserve Fund programs represent the start of a journey to fix the technology deficit, not the end. The technology deficit was created over many years and will take multiple biennia to address.

Governor McCrory proposes over \$39 million in additional funding for the SCIO's initiatives in his budget for the 2015-17 biennium. This funding will enable the SCIO to continue addressing the technology deficit, and pursue other programs to improve information technology effectiveness including the first stages of restructuring statewide IT.

2. **Enterprise Resource Planning** – The State's core financial operations are managed with an accounting system that is over 30 years old. This system lacks modern capabilities that could be used to better manage the State's resources across the agencies, including the ability to centrally track and manage assets and the State's sizable vehicle fleet. In addition, the State cannot accurately track, manage, and report comprehensively on the over \$22 billion it receives in grant funds each year.

The General Assembly recognized this issue and asked the SCIO to work with the State Budget Director and the State Controller to develop a cost estimate to rectify these problems. In December of 2014 this group presented a cost estimate of \$301 million over seven years to implement a statewide ERP system. The Governor's recommended budget funds the initial steps of this major initiative with over \$34 million over the 2015-17 biennium.

3. **Additional Business Technologies** – The financial requirements for these unmet needs are difficult to quantify because agencies classify their needs individually and identify independent funding sources. Agency IT plans do not consistently identify the anticipated costs associated with the initiatives they present, and in many cases do not identify potential funding sources. The initiatives outlined in Section 4 of this report attempt to address the most common needs in a more efficient and cost-effective manner by approaching them as an enterprise. Business-enabling technologies will require investment, but they will enable the citizens of the State to interact with government more effectively and allow the operations of government to run more efficiently.

Section 4: Analysis of Statewide Initiatives

The initiatives outlined in the following section will yield significant efficiencies or improve the effectiveness of state programs. The listed initiatives are designed to address enterprise needs. Initiatives have been aligned with five primary goals that support the Governor’s vision and direction, and the mission of the IT organization. Information technology solutions are intended to enable business priorities and all of these categories complement each other. Initiatives often relate to more than one goal, however each initiative has been aligned directly with a primary goal.

The five goals for IT are:

- 1. Increase Efficiency and Improve Operations:** to *enable modern business operations* through improved technology support systems, automating and improving processes, integrating functions across agencies, managing specific business services more effectively, and maintaining existing critical systems to mitigate risks.
- 2. Enhance Citizen Satisfaction:** to *enhance citizen’s experiences*, improve ease of use, and increase satisfaction when accessing and using state government and student services.
- 3. Improve IT Effectiveness:** to *improve IT operations* that support and empower the business of state government by improving processes, enhancing cross-agency collaboration and cooperation, establishing and managing IT standards, and evaluating and mitigating risk.
- 4. Expand Data Capabilities:** to *effectively leverage the State’s data assets* to improve consistency and transparency, enable cross-agency analytics to improve decision-making, and enhance data services.
- 5. Modernize and Secure IT Systems:** to *transform shared IT services* by adopting modern technology solutions, improving communications and collaboration platforms, and effectively managing risks and security.

Table 3 lists the goals, objectives and initiatives and further detail on each initiative follows.

Table 3: Goals, Objectives, and Initiatives

<i>GOAL</i>	<i>OBJECTIVE</i>	<i>INITIATIVE</i>
1 Increase efficiency and improve operations	1.1 Enable a modern organization	1.1.1 Plan and implement an Enterprise Resource Planning system 1.1.2 Recruit & develop IT talent 1.1.3 Implement a unified IT operating model
	1.2 Improve efficiency and transparency of IT services	1.2.1 Improve IT service provisioning 1.2.2 Improve IT financial management
2 Enhance citizen satisfaction	2.1 Improve access and online citizen services	2.1.1 Create a common look and feel for the State's web presence 2.1.2 Enhance Business Link North Carolina (BLNC) 2.1.3 Expand broadband, digital infrastructure & services
	2.2 Create a 21st century learning environment for students	2.2.1 Expand digital learning & classroom infrastructure 2.2.2 Implement O365 for K-12 educational entities
	2.3 Enhance citizen services	2.3.1 Streamline e-forms, licensure and permitting 2.3.2 Develop a case management strategy 2.3.3 Develop a customer relationship management strategy
3 Improve IT effectiveness	3.1 Improve IT planning and management	3.1.1 Improve the IT planning process 3.1.2 Establish metrics & performance management capability
	3.2 Establish standards to manage technology and risk	3.2.1 Develop and update enterprise architecture & standards 3.2.2 Adopt a standard risk management framework 3.2.3 Establish a statewide configuration management framework
	3.3 Improve project delivery	3.3.1 Improve project development & management 3.3.2 Improve project quality & compliance
	3.4 Improve IT procurement	3.4.1 Expand the Strategic Sourcing Office 3.4.2 Consolidate contracts 3.4.3 Implement performance-based contracting 3.4.4 Develop & support IT procurement professionals
4 Expand data capabilities supporting a data-driven government	4.1 Increase data consistency and accessibility	4.1.1 Adopt data standards and models 4.1.2 Establish modern data architectures and infrastructure standards
	4.2 Provision and share data more effectively	4.2.1 Implement an enterprise stewardship approach to data sharing 4.2.2 Identify & inventory systems of record 4.2.3 Develop strategies for enterprise data integration
	4.3 Improve business decision-making through analytics	4.3.1 Improve insights & decision-making
	4.4 Leverage geospatial data to enable business decision making	4.4.1 Align geographic information systems (GIS) initiatives across the State 4.4.2 Manage & integrate geospatial data
5 Modernize and secure IT systems	5.1 Standardize and improve OITS's service delivery	5.1.1 Conduct a comprehensive service assessment 5.1.2 Develop a new service catalog
	5.2 Modernize the data center	5.2.1 Improve cloud computing capability 5.2.2 Modernize the network 5.2.3 Increase infrastructure efficiencies
	5.3 Improve communication and collaboration capabilities	5.3.1 Develop a unified communications strategy 5.3.2 Fully implement and leverage Office 365 5.3.3 Develop a content management strategy
	5.4 Manage IT risks and access	5.4.1 Modernize identity and access management 5.4.2 Conduct end user threat training 5.4.3 Enable network assurance

1. GOAL - Increase efficiency and improve operations

Objective 1.1: Enable a modern organization

Initiative 1.1.1: Plan and implement an Enterprise Resource Planning System

An Enterprise Resource Planning (ERP) solution is a business system that enables an organization to integrate processes and functions to effectively manage operations and consolidate information. In 2013 the General Assembly requested that the SCIO, in collaboration with the State Budget Director and the State Controller, establish a strategic implementation plan for a statewide Enterprise Resource Planning system. This legislation can be found in Appendix F. In December 2014, the SCIO submitted an [ERP Implementation Plan and Budget Estimate](#) to the General Assembly. In the upcoming biennium we will begin implementing the financials, grants management, and fleet management modules, beginning in FY 2016 with the full implementation estimated to complete in FY 2022. This will allow the State to:

- Standardize processes and access to information across organizational boundaries
- Consolidate to a grants management system
- Track the full lifecycle of an asset
- Manage inventory across the enterprise
- Centrally manage fleet
- Integrate HR with the ERP financial system

Focus areas for the implementation of an ERP system include:

Financial Management

The State currently manages its core financial operations on a 30 year-old legacy system that receives data from numerous agency-specific financial applications. The limitations of this system make it difficult for agencies to provide consistent and comprehensive data to the General Assembly, the Office of the State Auditor, the Office of State Budget and Management and the Office of the State Controller. The implementation of the core financials modules of the ERP will enable the State to retire the existing legacy system and more effectively analyze, track, and manage financial operations across state agencies.

Grants Management

The State currently uses more than 25 grants management systems, and numerous completely manual processes, to administer over \$22 billion in grant funding received each year. The existing systems are duplicative and in many cases do not meet agency needs. Grants management is a capability that would be delivered with a statewide ERP, however this is several years in the future and numerous agencies are currently in need of additional grants management capabilities. OITS is working with members of the Grants Management Oversight Committee, which was defined through legislation, to evaluate options that will address the current needs of the agencies while maintaining the vision for a future statewide ERP.

Integrated Inventory and Asset Management, including Fleet

Fleet management has two primary components: management, which is the budgeting, sourcing, and planning of fleet needs, and maintenance, which is the day-to-day running of a fleet. Currently, the State does not operate a unified, centralized fleet system. Some agencies are responsible for management but not maintenance, while others are

responsible for maintenance but not management, and still others have their own processes that include both. The ERP fleet component will allow the State to combine the management and maintenance functions. This will provide the State with a way to centralize and standardize service-level agreements and service/maintenance providers. It will also allow the State to better manage and forecast utilization.

Initiative 1.1.2: Implement unified IT operating model

In response to a legislative directive instructing the SCIO to "update the plan to restructure the State's IT operations for the most effective and efficient utilization of resources and capabilities," the SCIO delivered the Statewide [IT Restructuring Plan](#) in December of 2014. This plan recommended a unified model for Cabinet agencies where IT resources and capabilities are managed under a single authority. The Governor has shown support for this model through Executive Order 30 and his recommended budget. The Governor and the SCIO have requested that the General Assembly create a new Department of Information Technology to sustain the changes made under EO30 and to ensure the long-term viability of unified model. This new Department will supersede OITS and the Office of the SCIO, unify IT professionals across the agencies, and fully establish the One IT organization.

Sections 1 through 3 of this plan outlined several challenges in the current operating model for IT in North Carolina. Adopting a unified IT operating model will significantly improve the State's ability to address these historical issues. Additionally, a unified model will provide the consistency needed to enhance citizen interactions and satisfaction, improve government efficiencies, realize the benefits of savings more quickly, and achieve the five goals laid out in this plan.

Initiative 1.1.3: Recruit & develop IT talent

North Carolina has an aging IT workforce with a large number of staff eligible for retirement in the next three years. As an example, below is a table showing statistics on OITS's workforce.

Table 4: OITS Employee Statistics				
Year	Employee Count	Average Age	Age <35	% Age <35
2012	511	52	16	3%
2013	481	54	14	3%
2014	504	57	20	4%

It is anticipated that during the implementation of a unified IT operating model, many who are eligible for retirement will choose to do so. The departure of such a large portion of the workforce will result in significant knowledge gaps which the State will look to fill with new IT talent. By strengthening the IT workforce, we will be better able to serve the business needs of the State.

The Cabinet Unite IT Strategy emphasized the cultivation of IT talent by "teaming with higher education organizations to provide students with internship opportunities and to develop the next generation of information technology leaders." OITS will leverage these opportunities to

create a pipeline of talented students who are well-versed in new technologies as well as hard-to-find legacy skills.

The SCIO was granted the authority through S.L. 2014-100, Section 7.17(a) to create a new employee classification that is expected to attract more IT talent. This program is in development in conjunction with the Office of State Human Resources. This program will include opportunities for industry and market competitive compensation and benefits.

Objective 1.2: Improve efficiency and transparency of IT services

Initiative 1.2.1 Improve IT service provisioning

As the industry moves toward on-demand and consumer-oriented services, so should OITS. This will allow the agencies to meet the needs of the citizen in a more cost effective and timely way. The ability of any organization to provide a service is based on technical capability as well as administrative efficiency and effectiveness.

In order to provide IT services more effectively, OITS will develop and implement the ability to provision customer oriented services without the intervention of technical, financial, and administrative support teams. This means that support teams will shift the focus from satisfying individual provisioning requests to the automation of standard services. The longer term goal is to enable an analyst to provision standard IT services while sitting with the customer. In order to provide services in this manner, OITS will:

1. Assess the most frequently requested services
2. Baseline provisioning metrics for each service
3. Establish and implement processes and tools to automate the provisioning of standard services
4. Establish and implement processes and tools to orchestrate standard service provisioning including the technical, financial, and administrative components required.
5. Provide customers with information about their services without having to contact the service desk. Customers need technical details, configuration, performance, billing, and status information about their services.
6. Measure the performance of standard services and benchmark against peers.

Efficiencies can be achieved by providing service on a large scale. In some cases, external providers support operations orders larger than the services provided by OITS. External service providers may provide the same service for a lower cost and an acceptable level of risk.

Changes in how services are managed also require organizational shifts. OITS will develop service owners as the business owner of IT services. These individuals will be responsible for portfolios of IT services and will manage the budget, cost recovery, and service strategy and design. As standard services are managed more effectively, decisions regarding the fulfillment of individual IT services can be evaluated and, where appropriate, supplemented by external service providers based on service reviews of the service owner.

Initiative 1.2.2: Improve IT financial management

In the Statewide IT Restructuring Plan, The SCIO recommended a new funding model for IT, which combines subscription fees, chargebacks or rates, and direct appropriations. Over the next year, OITS will work closely with OSBM and the Office of the State Controller to refine the funding model. As part of this refinement, an assessment will be conducted. Below is a brief description of how the three methods will work if the unified model is adopted.

1. **Subscription** – Agencies will pay a flat annual fee, usually based on headcount, for basic IT services that are used by all of state government. These core services are primarily for infrastructure and include the network backbone, identity and access management, email, and help desks. These fees will be directly appropriated to the agency for this purpose. For those technology services where the cost of consumption is influenced more by citizen demand than agency demand, for example, identity management, the cost of that service will be recovered through the subscription model.
2. **Chargebacks** – Agencies pay a consumption-based rate for an IT service. This rate is determined by the unit cost to provide the service. Technical services such as client computing, hosting of existing applications, and mainframe services will be funded through this method. IT professional services like project management will also fall under the chargeback model. Through the proposed governance structure, agencies will have more input into the services provided.

Under a new Department of Information Technology, rates will be transparent and business-focused, allowing agency leadership to better understand the services they receive and the costs associated with them. OITS is currently working to ensure that rates have transparency and will continue with a phased approach to cost visibility and rate development.

3. **Direct Appropriation** – Funds for all others aspects of IT will be allotted directly to the central IT organization. This will continue direct appropriations in a limited number of areas where the SCIO and staff carry out their statewide responsibilities, the service or project is required to support the enterprise, or where the General Assembly appropriates funds for specific projects.

The appropriated staffing of the SCIO's Office will include enterprise-wide functions, such as Legal Counsel, Communications, Legislative Liaison, and Administrative Staff. Staffing of the statewide IT Division of OITS will continue to be funded through direct appropriation. This includes the staff and operational expenses for statewide IT functions like Strategic Planning, Enterprise Architecture, Project Oversight, Data and Analytics, IT Security, and Innovation. Funds for enterprise IT projects, such as (ERP) or an enterprise-wide portal, will be appropriated directly to OITS. Appropriations for Cabinet Agency-specific IT projects or initiatives, or enhancements to an existing system also will go directly to OITS.

Revising the entire funding model to include subscription fees and direct appropriations will enable OITS to more effectively develop rates for services that require a rate structure. Rates

will be based on the full cost of providing OITS services and the associated anticipated consumption from OITS customers, and will be developed on a biennial basis.

2. GOAL – Enhance citizen satisfaction

Objective 2.1 Improve access and online citizen services

Initiative 2.1.1: Create a common look and feel for the State’s web presence

Despite the prevalence of digital services in the marketplace, limited state government services are available digitally. The State’s digital presence has been managed in a decentralized fashion and many agencies do not have dedicated staff to support their digital services, specifically web, mobile, and social interactions. This has led to an assortment of sites and digital interactions with different designs, branding, content management, and navigation structures that provide an inconsistent customer experience. Some agencies have dozens of websites, creating disjointed customer experiences within a single agency.

Citizen interactions with North Carolina state government can be improved with enhancements in this area. The Center for Digital Government graded North Carolina's 2014 digital channels a C+ and ranked us 39th of the 50 states. Both citizens and state employees should be able to move from agency to agency and across digital channels seamlessly.

In recognition of these challenges, and knowing that citizens expect digital services to be readily accessible, OITS has launched the [Digital Commons](#) project, which will benefit citizens, businesses, and state government in the following ways:

- Creating a better customer experience by delivering simplified, streamlined and more unified digital interactions.
- Increasing content findability by improving search functions, organizing information based on user input, and unifying the visual design.
- Optimizing content and features for mobile devices and tablets.
- Delivering cost savings, increased security, and administrative efficiencies by aligning content management platforms.
- Providing agencies with industry best practice information for content strategy, usability, website administration, and related areas.
- Uniform adoption of new state brand.

The Digital Commons project is estimated to conclude by the end of 2015 calendar year.

Initiative 2.1.2: Enhance Business Link North Carolina (BLNC)

The existing Business Link North Carolina ([BLNC](#)) website, a service managed by the Economic Development Partnership of North Carolina, is a static website that provides resources for starting or expanding a business in North Carolina. The BLNC site includes the following resources:

- Checklists and resources to start a business, including sample business plans and entrepreneur guides
- Overview materials explaining the government contracting process

- Links to Sales and Use Tax forms
- Lists of employer requirements, including employee withholding, workers' compensation, employment eligibility verification resources, and occupational safety and health act guidelines
- A directory of State-issued occupational licenses and permits
- Access to BLNC Counselors who are able to provide individuals with business information, customized business consultations, and contact information for city, county, and federal governments

Although these resources are helpful, the website does not tailor information to specific visitors and their needs. The information on the BLNC website is limited and most business inquiries are done over the phone. NC GEAR found that BLNC counselors received 16,578 telephone calls and interacted with 493 customers via online chats in FY2013-14.

The BLNC website will be reworked to automate the process of responding to business inquiries. The website will also be updated with an interactive user interface that will allow citizens to tailor the information displayed to their specific business needs and link users to the appropriate agency processes and forms.

This central point of entry for businesses will help future and current business owners with their requests instead of in-person and telephone contacts, which are over five times more expensive per contact. There is also potential for a reduction in additional transactional costs currently paid by agencies to process these requests

Ultimately, these updates will better allow citizens to do business with the State.

Initiative 2.1.3: Expand broadband, digital infrastructure & services

Digital infrastructure provides a critical foundation for education, economic development and efficiency throughout our state, with a rapidly growing demand for services from businesses, citizens, schools and government. High-speed connectivity across broadband networks is essential in order for communities to thrive in today's global environment—providing entrepreneurs, small businesses, and large corporations with the tools necessary to compete in local, state and national markets. Access to broadband, coupled with effective utilization, will help grow a digitally-empowered workforce, and provide citizens with more affordable and efficient access to education, healthcare, public safety and government services.

Although our existing infrastructure is substantial, North Carolina, like other states, has pockets of unserved and underserved areas. The State will continue to develop partnerships to fully leverage its assets and ensure that North Carolina has the infrastructure it will need in the future. This work requires partnerships at all levels, including federal, state, local government, community, and the private sector.

The Office of Digital Infrastructure (ODI) was created to encourage and facilitate the continued growth of scalable digital infrastructure across the state. ODI will develop a comprehensive strategy for the growth and utilization of digital infrastructure including leveraging of current

federal, State, local, and private assets and initiatives. As part of this effort the office will implement and coordinate the following broadband programs:

- **FirstNet:** a federal planning grant to develop data connectivity for first responders
- **E-Rate:** a federal grant program to help schools and libraries obtain affordable telecommunications, broadband, and Wi-Fi connectivity
- **Rural Broadband Initiative:** an initiative to identify solutions and facilitate partnerships to provide broadband connectivity to unserved and underserved rural areas

To further these objectives, ODI will facilitate public-private partnerships especially with broadband providers and utilities, private partnerships around applications and services, leverage federal and other funding, and align State agency strategies.

Objective 2.2: Create a 21st century learning environment for students

Initiative 2.2.1: Expand digital learning & classroom infrastructure

North Carolina is committed to providing the personalized digital education K-12 students need to be successful in college, in careers, and as productive citizens. The Department of Public Instruction is working with the Friday Institute at North Carolina State University to draft the North Carolina [Digital Learning Plan](#), which will set the strategy for K-12 digital learning in North Carolina. As part of that effort, DPI will continue to focus on the curriculum offerings for Virtual Public Schools, as well as the provision of real-time access to student data and teaching and learning resources through the Home Base system.

Classroom Wi-Fi connectivity is essential for the expansion of digital education opportunities at all education levels. The state will expand the school connectivity initiative to support and sustain internal wireless networks. We will leverage FCC e-rate funds to support state resources in this initiative.

Initiative 2.2.2: Implement Office 365 for K-12 educational entities

The State will continue to evaluate the implementation of Office 365 for all K-12 entities. Purchasing a suite at the state level will provide many benefits to the Local Education Areas (LEAs) and their 179,000 users, including a dramatic increase in coverage and access for faculty, staff and students by providing multiple licenses to each individual, and a considerable reduction in storage costs. Significant savings can be achieved by leveraging our economies of scale in procuring Office 365 for the entire K-12 community at the state level.

Objective 2.3: Enhance citizen services

Initiative 2.3.1: Streamline e-forms, licensure and permitting

The State currently offers approximately 450 different types of licenses and permits. The majority of licenses and permits available from the State are issued via mail or in person at walk-in centers.

OITS will work with OSBM and NC GEAR to develop an inventory of all existing licensure and permitting applications and processes that have not yet been automated and develop a strategy

to efficiently and effectively automate licensure, permitting, and e-form transactions for the citizens.

Initiative 2.3.2: Develop a case management strategy

The state owns and operates multiple case management system covering numerous areas including health care, social services, legal, unemployment benefits, work, employment, and law. State agencies use these systems to track and manage cases. The State will develop a strategy to best leverage existing systems and procurement vehicles to reduce redundancy, and leverage our buying power while improving the delivery of services to citizens.

Initiative 2.3.3: Develop a customer relationship management strategy

Customer relationship management (CRM) systems enable organizations to increase customer satisfaction and improve the delivery of services. These systems store and organize data to better understand customers' needs and past interactions. Many agencies have identified the need to implement or improve the systems that provide customer relationship management capabilities. More than one system may be required to meet the various needs across the State. The SCIO will work with the agencies to understand the business requirements and evaluate the needs across the enterprise. The SCIO will develop a strategy to articulate the appropriate type and number of solutions to serve the State most effectively.

3. GOAL - Improve IT effectiveness

Objective 3.1: Improve IT planning and management

Initiative 3.1.1: Improve the IT planning process

The Strategic Planning team in OITS will clearly define an enterprise IT vision and direction that is aligned to the documented needs and strategies of the agency businesses. Establishing consistent, iterative planning capabilities will improve OITS' ability to appropriately capture and address agencies' short- and long-term business needs, develop effective sourcing strategies, and adjust to major market changes and disruptions.

The perpetual planning process established by the strategic planning division of OITS will emphasize stakeholder input and iterative review. Once the vision, mission and goals are set, success criteria and methods of measuring progress toward success will be outlined for each goal. Initiatives undertaken to meet each goal will address specific business problems, and will include key milestones. While the strategic plans produced by the division will cover a five year time horizon, the iteration cycle will be annual in conjunction with the Governor's budget. Key performance indicators will be defined and tracked on a regular basis, and objectives and strategies may be updated at a quarterly interval or during the annual review process based on the results.

Initiative 3.1.2: Establish metrics & performance management capability

A performance management capability improves the effectiveness of strategic and operational planning by establishing goals and objectives of the plan and measuring progress against their achievement. Continual performance management requires that the organization set targets, or stretch goals, and select appropriate indicators to monitor progress. As part of the restructuring

effort, OITS will conduct a series of assessments and inventories that will provide baseline data from which targets will be set in future strategic plans.

Objective 3.2: Establish standards to manage technology and risk

Initiative 3.2.1: Develop and update Enterprise Architecture & standards

Historical budget and staffing challenges have reduced the effectiveness of the State's Enterprise Architecture (EA) practice. Updated EA standards will improve the alignment between business strategies and IT investments leading to more efficient, cost-effective, and flexible solutions.

A recent third party review suggested several actions to improve the State's EA practice. These actions include:

- Refresh of technical standards: a *standard* provides specifications and guidelines that can be used consistently to ensure that products, processes and services are fit for their purpose. (International Standards Organization – iso.org) In an IT organization, a *technical standard* applies to IT systems, including underlying infrastructure and applications.
- Publication of roadmaps: A *technology roadmap* is a plan that matches short and long term goals with specific technology solutions. A roadmap provides specific guidance for the use of a particular technology solution over its life cycle and signals the appropriate time for an organization to consider the use of a new technology or a divesture.

OITS has established and published standards and roadmaps in the past, but they have not been maintained. Standards and roadmaps for critical areas will be refreshed over the next biennium including a list of supported platforms and key standards for major areas of infrastructure operations, identity management, and application integration. Working collaboratively with agencies, OITS will develop repeatable processes for defining standards, including processes for creating and maintaining standards, templates for creating the requisite artifacts, and a method for publishing the library of resulting documents.

Initiative 3.2.2: Adopt a standard risk management framework

The State's current security policies and standards are not flexible or scalable to support the various sensitivity of data types and regulatory requirements. In addition, many state agencies receive, transmit and store federal data that have additional technical and policy-based requirements levied on them. The State will adopt a standard framework that will be seamless and can be layered across all areas of responsibilities. The National Institute of Standards and Technology (NIST) has developed a Risk Management Framework (RMF) that incorporates commercial and federal best practices. Implementing a risk management framework will aid the State in identifying, mitigating, and when possible, remediating cybersecurity threats and other risks to the State's IT operations.

The NIST RMF has been widely adopted by other states, and it has been found to be beneficial in prioritizing identified risks and areas of improvement. When fully adopted, there are cost savings that will be realized over time through standardization in the implementation of security controls. The ultimate goal is to raise the Enterprise's cybersecurity capabilities to meet the State's risk tolerance. Specific outcomes of this project include:

- Modification of statewide Information Security Manual to NIST standards
- Creation of a standard assessment model for systems and networks to utilize
- Defined governance for Enterprise Risk Management and compliance
- Consolidate audits and corrective action plans for prioritization of remediation efforts for business, security and financial interests

Initiative 3.2.3: Establish a statewide configuration management framework

Effective IT management requires an accurate inventory of IT investments that shows the interrelationships with the business strategies they support. A repository of this information is referred to as a configuration management database (CMDB) and a system that consists of one or more such repositories and associated workflows is called a Configuration Management System (CMS). The establishment of a statewide CMS and one or more CMDBs will provide significant benefits for the State, including:

- Better analysis of the risks and impacts of proposed changes – helps avoid unplanned outages due to maintenance and enhancement activities
- More accurate and measurable service level agreements – provides data to more accurately assess impact and likelihood of various system component failures
- Improved return on investment – resulting business intelligence facilitates more sharing, less duplication, reduced complexity, and more effective use of technology assets overall
- Strategic sourcing – provides the data necessary to make more informed investment decisions
- Standards – provides the necessary data to understand the current environment and make better informed decisions about future standards and roadmaps

Agencies currently have varying approaches and levels of disciplines of configuration management processes. There is no statewide data architecture for configuration management, nor standardized practices. This makes it nearly impossible to perform enterprise-wide portfolio analysis and make informed decisions at a statewide level.

OITS will lead the development of statewide configuration management standards and collaborate with agencies to choose common tools and define holistic processes that maximize value for the enterprise.

Objective 3.3: Improve project delivery

Initiative 3.3.1 Improve project development & management

State agencies have varying project management capabilities and use different templates, tools, and processes to develop and manage projects. Creating standards for project management that are based on industry recommended practices, and establishing processes that require adherence, will improve the State's ability to successfully define and implement projects. This will be done through the development of consistent processes, procedures, and templates that will assist project managers in gathering requirements, documenting business processes, and managing projects. This unified approach to project management will allow the State to leverage recognized best practices from existing agency PMOs.

The EPMO will implement a new Project Portfolio Management (PPM) System based on Microsoft Project and SharePoint, using the State's Office 365 cloud solution. In addition, the EPMO is implementing a revised Quality Management System (QMS) that establishes clear expectations for IT projects, incorporates metrics focused on cost and schedule performance, and defines commitments on expected timeframes for state-level decisions. When combined with the EPMO's revised organizational structure, the QMS and PPM will improve transparency performance in the delivery of projects.

The EPMO will focus on:

- Development and implementation of standards for IT projects and project management
- Effective planning and cost estimation prior to the commitment of significant state resources
- Streamlining key managerial reviews and decision points to improve processes and project performance
- Meaningful metrics to improve financial and schedule performance

The SCIO is creating an Enterprise Solution Design (ESD) team using some of the funding from the IT Reserve Fund appropriated to begin establishing important foundational IT services. This new team is comprised of solution architects, requirements analysts, and business process engineers. The ESD team will focus on critical and/or strategically aligned projects across the enterprise. Integration into the statewide enterprise requires project teams to consider statewide policy, security, data integration, and business process design. The ESD team will integrate enterprise concerns into strategically important projects beginning with the conceptualization of the project and concluding with the transition to operations.

The ESD team will establish a solutions design framework, supporting processes, and a repository that allows stakeholders and participants to track requirements, architectural design components, and business processes with traceability between each area. Over time this repository will become a key source of collaboration between statewide functions including planning, enterprise architecture, EPMO, and procurement. Long term, this group will lead service design activities, including the development of the service design package, in support of enterprise services provided to the State.

Initiative 3.3.2 Improve project quality & compliance

The EPMO will assess IT Projects for compliance with statutory, regulatory, and technical requirements, goals, and objectives. When quality objectives are not met the EPMO will investigate to determine why and initiate corrective action when necessary. The EPMO will consistently look for opportunities to improve the effectiveness of project oversight.

Objective 3.4: Improve IT procurement

Initiative 3.4.1 Expand the Strategic Sourcing Office

Historically, the statewide IT Procurement Office has served as a late-stage reviewer for agencies' IT procurements and managed individual transactions. The Strategic Sourcing Office (SSO) will have an expanded role in IT procurement, with earlier engagement for strategic

alignment, and improved vendor and contract management capabilities. The statewide IT Procurement Office will initially focus on three areas to enable a strategic sourcing practice:

- 1. Revise the procurement operating model:** The SCIO is reviewing the potential to implement a procurement model similar to the one used by the federal government. The federal model provides a training and job classification process to ensure varied levels of competency in handling procurements and additional responsibilities are assigned as training and experience increases. The federal model enforces a tighter business integration with early engagement of procurement professionals to support strategic decision making in sourcing goods and services.
- 2. Improve contract management:** The SCIO will conduct a comprehensive assessment to clearly define opportunities to improve the IT procurement process, policies, paperwork, and templates within and between agencies, and will work to establish vendor management capabilities.
- 3. Improve vendor management:** The SSO will establish vendor management capabilities focused on vendor interaction and relationship management, along with enterprise account management. The SSO will align vendor efforts with current services, ongoing initiatives, and future plans. Part of the vendor management discipline will include the management of vendor portfolios to create synergies among the vendor communities and to recommend portfolio and process improvements.

Initiative 3.4.2 Consolidate contracts

The SSO will conduct a contract assessment to determine possible areas of consolidation. Duplicative contracts will be renegotiated and consolidated into a single enterprise contract where possible. In addition to the consolidation of individual contracts, the SSO will work to adjust the contract renewal schedule for those contracts that are not consolidated, to better enable long-term contract management and planning. With this change in governance, the SCIO will work to establish enterprise contracts that meet the needs of the business and leverage the State's large buying power.

Initiative 3.4.3 Implement performance-based contracting

The State currently operates a traditional procurement process for IT projects, with RFPs and contracts focused on milestone completion and project deliverables, rather than long-term operational performance of the application, system, or service. To address this, the SSO will establish a new set of contract standards based on performance indicators. Performance indicators included in contracts will be specific, measurable, achievable, realistic, and time-bound. With performance-based contracting, contractual payments may no longer be tied to the completion of milestones or project deliverables, but instead to performance against the metrics laid out in the contract. Concurrent with the implementation of performance-based contracts, the SSO will work to make traditional methods of IT procurement more agile, in order to facilitate initiatives like external hosting services.

Initiative 3.4.4 Develop & support IT procurement professionals

In 2014, OITS assessed the skills and functions of the statewide IT Procurement Office. Based on the findings from this assessment, the statewide IT Procurement Office addressed identified

gaps in skills, functions and structure. OITS, in cooperation with the Department of Administration (DOA), implemented a training curriculum through the National Institute for Government Purchasing (NIGP). NIGP is recognized as the premier organization supporting the career development of the public procurement profession along with a certification pathway. OITS will identify the gaps between the NIGP training and North Carolina IT procurement practices to develop a customized curriculum to be delivered through multiple training modalities, including online through the Learning Management System.

Additionally, as part of IT restructuring, the professionals who currently regularly handle agency IT procurements will be moved to the SSO and provided with the training opportunities outlined above.

To sustain a procurement practice that employs professionals with the established skills and training required for effective operations, the SCIO is working with the Office of State Human Resources (OSHR) on the current HR modernization effort across the State. OSHR is currently evaluating and updating job requirements and classifications statewide; and developing a new job classification system that will be deployed in 2015. Once established, the SCIO will be able to ensure that accurate staff competencies and career development plans are established and maintained.

4. GOAL - Effectively leverage the State's data assets

Objective 4.1: Increase data consistency and accessibility

Initiative 4.1.1: Adopt data standards and models

The State requires a means and method of effectively linking critical data across agencies. A master data management discipline is foundational to developing the means and method. A well-implemented master data management practice can streamline data sharing and business processes between agencies and information systems.

OITS will work with entities across the State to define and adopt data standards and models. Developing standards around the collection and management of data across the State will facilitate better overall data quality, improve integration capabilities, and align competencies across the enterprise. To support the importance of standards, a data governance structure will be established to develop, review, and recommend standards across the enterprise. OITS will lead the efforts to define a data strategy and begin developing supporting standards and models.

Initiative 4.1.2: Establish modern data architectures and infrastructure standards

The State will establish modern data architectures and shared infrastructure to increase capabilities, standardize for ease of management, and reduce costs. Standardizing data architectures and infrastructure will also reduce the complexities of sharing data, improve security, and support maintaining currency of systems. The proliferation of silos is a significant burden to the enterprise, is difficult to manage, and is not cost effective. An assessment will be conducted and acceptable data architectures will be established. Where possible, the SCIO will coordinate shared investments in infrastructure.

Objective 4.2: Provision and share data more effectively

Initiative 4.2.1: Implement an enterprise stewardship approach to data sharing

Effectively leveraging the State's data assets across agencies requires a cultural and operational shift from data ownership to data stewardship. The State will adopt and promote policies to consistently classify, define, and better manage the data assets across the enterprise. These policies will adhere to all Federal and State privacy and security laws. Essential data will be comprehensively inventoried and classified at the field level to better inform how the data can be utilized and shared. The State will leverage best practices to anonymize data to further protect citizens and businesses, where appropriate.

Initiative 4.2.2: Identify & inventory systems of record

The State invests significant resources in collecting data and building systems to support and manage data in and across agencies. To improve efficiencies, the State will develop an inventory of data, data services, and systems. This inventory will provide critical information to support the development of authoritative sources and build hierarchies for enterprise and agency data initiatives.

Initiative 4.2.3: Develop strategies for enterprise data integration

The State will further improve data integration efforts by investing in capabilities to connect data across agencies and institutions through common identifiers and crosswalks to support more accurate and comprehensive analysis. The ability to identify customer activities across organizational boundaries is key to analyzing services and performance. Establishing primary customer identifiers is foundational to enabling the effective exchange and management of data between systems and organizations. A shared common identifier is a long term goal and the State will establish intermediary matching techniques to support enterprise services.

Longitudinal Data Systems: The SCIO will collaborate with key partners to deliver the following longitudinal data systems. Longitudinal data systems integrate data to assess performance over a period of time.

- Common Follow- up System (CFS): the CFS provides information on the educational and employment outcomes of participants in publicly supported educational, employment and training programs for use in planning, policymaking, program evaluation, resource allocation and career planning.
- P-20W: P20W links early learning, K-12, higher education, and workforce data to help evaluate institutions and program performance.
- Early Childhood Integrated Data System (ECIDS): NC ECIDS is a high quality integrated early childhood data system, designed to inform policies and practices that ultimately support better outcomes for pre-Kindergarten children and families.

Objective 4.3: Improve business decision-making through analytics

Initiative 4.3.1: Improve insights & decision-making

The State has made advancements in data analysis to support decision-making through investments in the GDAC and other government data initiatives. Additional investments and

coordinated efforts between IT and business leaders are necessary for the continued improvement of compliance, government performance, and critical data services. These key focus areas and the projects within these areas are a sample of the work the SCIO has undertaken or will undertake in the next biennium.

Compliance: The State will enhance analytics capabilities to support the monitoring and tracking of compliance issues. The State has advanced its fraud alerting capabilities, but more work needs to be done to collectively address emerging fraud schemes through enterprise data integration and advanced analytics. Through the GDAC, the SCIO will continue developing tools to advance the fraud alerting capabilities of the Division of Employment Security, Department of Revenue, Industrial Commission, Department of Justice, and other agencies.

Data driven applications: The SCIO will develop additional applications leveraging critical data services for advanced reporting and analytics. One of the primary purposes of collecting and managing data is to analyze the benefits and impacts of government services to customers. Analytical tools can assess current performance and predictive modeling will provide leaders with critical knowledge to develop or revise policies and adjust services to better meet the changing demands and needs of our customers. The integration of data services help will facilitate one-stop shop initiatives and support an easy interface for our citizens.

Objective 4.4: Leverage geospatial data to enable business decision making

Initiative 4.4.1: Align Geographic Information Systems (GIS) initiatives across the State

Geospatial data and services are critical assets to operational initiatives and strategic decision-making statewide. The SCIO will leverage the current governing body for GIS, the Geographic Information Coordinating Council (GICC), in coordination with the Center for Geographic Information and Analysis (CGIA) and the GDAC to develop a comprehensive portfolio strategy and seek opportunities for collective investments in geospatial data and GIS data services. This will include identification of critical data layers and services along with funding opportunities. The SCIO developed a GIS Plan that was submitted to the General Assembly in December 2014. Recommendations from the study will be validated against the statewide IT Restructuring Plan, which was also delivered December 2014 to the General Assembly. Key potential consolidation opportunities identified in the GIS Study were staffing, funding, hosting, address point data, roads/street centerlines, hydrography, parcels, elevation, orthoimagery, county and municipal boundaries, and common GIS services.

Initiative 4.4.2: Manage & integrate geospatial data

Working with the GICC and CGIA, and coordinated through the GDAC, the GIS community will develop and adopt data standards, common architectures, and frameworks to better leverage and connect data to develop, share, and integrate GIS data services. These foundational elements are fundamental to effectively integrate data and technology systems. By further developing and implementing standards across the enterprise, the State will deliver better data to support critical analytical systems and decision-making. It will also create authoritative data that can be developed once and can be used efficiently across multiple State agencies and by other entities including local government, federal agencies, and citizens.

5. GOAL - Modernize and secure IT systems

Objective 5.1: Standardize and improve OITS's service delivery

Initiative 5.1.1: Conduct a comprehensive service assessment

The ITIL defines an IT service as a "means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks." A service, therefore, simply represents the viewpoint of a business consumer vs. a technology product perspective. In order to accelerate consumer focus and prepare for the unification of IT, OITS will need to conduct a broad assessment of existing services, including enterprise, shared services formalized via rate structures as well as agency-specific services that are delivered directly to internal consumers. This will enable the State to develop a baseline for comparison and the ability to understand where it could maximize effectiveness and efficiency. This assessment will be conducted during the 2015-2017 biennium.

Once a baseline is complete and OITS has a better understanding of what resources the State has, it can conduct a gap analysis to determine what the State needs. IT Service Management (ITSM) is a process-based practice that optimizes the alignment of IT services and the needs of the business. It ensures that appropriate services are available to the right customers at the right time, cost, and level of quality. The practice also targets low-value services for either improvement or deprecation. OITS will implement and manage a common ITSM process to improve the alignment, quality, and ROI of IT services across the State.

Initiative 5.1.2: Develop a new service catalog

An IT service catalog is an organized and managed collection of services. It serves as both the master inventory of services as well as a facilitator of consumption of those services. Standardizing service management processes and tools, and providing a service catalog across the enterprise will help improve the quality and efficiency of service delivery. It will improve productivity, provide a higher quality of service, control costs, and foster a broader adoption of enterprise IT services. OITS will implement and manage a common process for maintaining and presenting a comprehensive, statewide IT service catalog.

Objective 5.2: Enhance the agility of our infrastructure

Initiative 5.2.1: Improve cloud computing capability

Agencies are under pressure to deliver their projects more quickly than ever amid increasing budget concerns. Cloud-based service offerings represent a service delivery model that supports faster fulfillment and are potentially more cost effective than traditional hosting models. In response to these deadline and budget expectations, our hosting options need to be expanded to support the evolving needs of the State.

Adoption of cloud services has steadily increased over the last few years. North Carolina has implemented cloud-based office productivity services, web content platforms, as well as limited deployment of customer relationship management solutions which have provided many benefits including speed of deployment, scalability, agility, and cost savings. These are typically implemented through "Software as a Service" (SaaS) and "Platform as a Service" (PaaS) offerings.

In the report titled "[State of NC Cloud Computing Strategy](#)", August 2012, key recommendations were:

- *Formalize cloud computing adoption and sourcing guidelines for the enterprise*
- *Establish qualifications for cloud computing opportunities*
- *Formalize sourcing management for cloud services*
- *Establish measures for determining the success and value of cloud computing solutions*
- *Identify high value candidate applications/systems and pursue cloud solutions when/where appropriate or expedient*

Since the report was published, cloud providers have increased their capability to serve the government sector, as evidenced by the emergence of government clouds with a focus on addressing the compliance concerns of local, state, and federal government within a cloud service. As such, OITS will expand the adoption of cloud services to provide "Infrastructure as a Service" (IaaS), PaaS, and SaaS capabilities. It is essential that the continued adoption of cloud service providers is effectively managed to ensure appropriate governance and risk management.

OITS will create a plan to expand hosting options to include IaaS by July 1st, 2015. The plan will include the following:

- Legal constraints and mitigations
- Governance structure
- Provisioning approach
- Staffing and resource requirements

Initiative 5.2.2: Modernize the network

In response to a third party assessment of the State's data network that determined that there are numerous opportunities to improve efficiencies within the current environment, OITS is developing a plan to accelerate design and adoption of new technologies, policies, and practices. The State will seek vendor partners to help establish a "next generation" network environment.

Deliverables from the 2014-15 fiscal year network simplification reserve fund program will facilitate the development and adoption of the new network environment. This work includes the definition of foundational policies, establishment of governance structures, and formalization of supporting technology strategies. OITS is currently working to procure and implement key infrastructure capabilities that are necessary to embrace modern data center technologies, including automated network provisioning and orchestration.

An initial prototype environment will be followed by increasingly improved and scaled versions into which production systems can eventually be migrated from the existing environment. The proof-of-concept environment will be implemented by the end of the third quarter of the 2015-16 fiscal year.

Specific expectations of the new environment include:

- Lower costs and improve value of network services by more effectively leveraging emerging network virtualization and orchestration tools, WAN acceleration appliances,

network access controls, and recent OITS investments in F5 application delivery controllers.

- Reduce complexities caused by excessive utilization of firewalls, virtual LANs, and security zones in the current architecture, and recommend changes to current security and operational policies.
- Collaboratively develop and publish new application architecture guidance to align with network best practices.
- Proactively monitor and take action on network anomalies before they result in outages or security breaches.
- Improve ability to quickly recover from disasters or major network events.

Initiative 5.2.3: Increase infrastructure efficiency

OITS will continue to build upon existing capabilities to improve flexibility, increase business continuity, and reduce the costs of the State data centers and delivery of shared services. The ability to automate commonly requested IT services, and the delivery of multiple automated services to the customer is becoming increasingly important. Additional tools and capabilities will improve the ability to deliver IT services more efficiently and effectively. The modern options may be delivered from within the existing state data centers, brokered "as-a-service" from other providers, or a combination of the two.

Projects will include:

- **Establish Private Cloud Services** - establish the capability to host private cloud infrastructure that allows cloud services to be migrated from external providers to a private cloud managed by the state (and vice versa)
- **Data center infrastructure** - automation of network, storage and computing services to lower costs and improve availability of IT systems
- **Applications** - develop standards for new applications and migration strategies for legacy applications to keep software independent of the hardware delivery platforms
- **Consumer platforms** - virtual desktop capabilities to increase mobility, improve security, and enable "bring-your-own-device" (BYOD) programs

Each of these projects will also look at supporting processes, individual roles, and overall organizational responsibilities. The implementation of new technology solutions often requires substantial changes to support organizations, business processes, and financial management.

Objective 5.3: Improve communication and collaboration capabilities

Initiative 5.3.1: Develop a unified communications strategy

State agencies use a wide variety and quantity of communications technologies, most of which are generally deployed in isolation from each other. This results in redundancies, gaps, and inefficiencies. As such, the State lacks standardization and is not recognizing an acceptable return on investment in this area of technology.

Unified Communications (UC) refers to the integration of communications technologies like voice, web conferencing, email and voicemail. Effective integration of these technologies streamlines business processes and increases user productivity by making communication faster and easier.

Additionally, the FCC and the telecommunications industry have signaled the end of analog phone technologies as early as 2018. This will force the State into a complex project to migrate nearly 90,000 analog phone lines to some type of digital solution that should be integrated with other communication technologies.

In fiscal year 2016, OITS will collaborate with subject matter experts and agency stakeholders to develop a formalized Enterprise Unified Communications strategy. Ongoing updates to this document will align technology and business strategies and answer questions about overall approach, product selection, integration standards, cost control, relationships to other strategies, benefits, performance measures, risks, governance, and related items that help the State make good UC decisions and investments going forward.

Initiative 5.3.2: Fully implement and leverage Office 365

The State has recently taken steps towards a more comprehensive UC framework by deploying Microsoft Office 365 for enterprise email and web conferencing. This product suite is integrated with itself, however, work remains to enhance UC capabilities and effectively integrate it with other communication technologies, such as telephony. To date, the State has focused primarily on the migration of on premise email and archive capabilities with a secondary focus on web conferencing capabilities (i.e. Microsoft Lync) for agencies that have specific needs. However, additional planning and design must occur before fully deploying the collaboration capabilities of SharePoint, Lync, and OneDrive for all users. Adoption of these tools will improve operations and reduce costs, specifically the significant cost of distributed digital storage across the agencies. This suite of tools is being considered within education arena as well, particularly in the K-12 and community college spaces.

OITS will leverage the Microsoft product specialists already available to the State and will augment them with vendor support as required to implement the remaining capabilities of the Office 365 product suite over the upcoming biennium.

Initiative 5.3.3: Develop a content management strategy

Many agencies are in need of a content management system or are not satisfied with the cost and capabilities of their existing systems. Many agencies are still storing essential records in paper form or on microfiche. With the guidance from the Department of Cultural Resources, OITS will develop an enterprise content management strategy that takes retention schedules into consideration. As a first step towards a comprehensive strategy, OITS will develop a SharePoint Service that will allow the State to leverage its investment in Office 365. While this service will not address all of the State's document management needs, it will serve as part of the content management strategy.

Objective 5.4: Manage IT risks and access

Initiative 5.4.1: Modernize identity and access management

Identity and Access Management (IAM) describes the process of granting or denying access of employees, businesses, and citizens of the State access to secure data and systems. It includes management of policies, procedures, standards, and integration of component technologies.

A cross-agency workgroup formed in 2014 identified a number of opportunities to improve IAM practices across the State. These include several recommended improvements to the North

Carolina Identity management service (NCID) that will result in lower operating costs and new business capabilities. Moreover, the survey highlighted the need for a completely new approach to meet emerging citizen and business-facing identity management requirements.

OITS is currently pursuing short term initiatives to enhance NCID as follows:

- Add multi-factor authentication (MFA) capabilities to meet the current requirements of the FBI's Criminal Justice Information Services (CJIS) and similar requirements that will soon be required by the IRS (Pub.-1075), health care (HIPAA) and credit card (PCI) industries, and other emerging needs.
- Introduce new application integration and identity federation technologies that allow faster provisioning, increased flexibility, decreased complexity, improved capabilities, and lower maintenance costs.
- Re-architect existing IAM technical environment to reduce complexities, eliminate redundancies, and improve economies of scale.

OITS will develop a formalized strategy to address longer term needs including:

- Broader governance of IAM policies, practices, and technology decisions.
- Establishment of authoritative sources of identity information and attributes.
- Improved support for consumer, mobile, and cloud computing platforms.
- Alignment with emerging federal and industry standards for federated identity management approaches.

Initiative 5.4.2: Conduct end user threat training

Hackers have increased their attempts to gain access and steal data from governments, businesses, and other organizations worldwide. Many of the attacks on information systems today target end users who are either uninformed or deceived into aiding hackers to gain unauthorized access to data. Both the National Security Agency (NSA) and the United States Computer Emergency Readiness Team (U.S. CERT) have identified this as a top concern. It is important that all users have been trained to understand and recognize potential threats to protect the information systems from unauthorized access and modification. Technical controls are insufficient by themselves to thwart such attacks. The State will work diligently to educate every user with network and system access on the types of threats that are part of a focused attack on the State and State's data. The critical elements to facilitate this strategy are:

- Institute a mandatory statewide cybersecurity awareness training program
- Develop knowledge checks and situation based exercises to validate knowledge transfer
- Developing a curriculum focused on current threat data and individual responsibilities

Initiative 5.3.3: Enable network assurance

The ability to have an enterprise view into the State's network security position aids in protection against unauthorized access and activities. Unifying the various agency activities to provide a comprehensive view will improve the security and efficiency of network operations. This initiative will include:

- Periodic risk assessments to identify gaps between policy and implementation
- Prioritize risks based on criticality and mission needs
- Implement continuous monitoring and assessment of the Enterprise network

- Identify and control assets through asset management
- Modernize and consolidate log management system and procedures to enable visibility of all traffic traversing the Enterprise network
- Leverage Unified Threat Management capabilities, (e.g. Web content filtering and Data Leak Prevention) for network visibility and protection
- Leverage Malware Analysis capabilities to proactively detect Indicators of Compromise (IOCs)

Conclusion

This plan provides the goals, objectives and initiatives that the SCIO will focus on over the next two to five years to deliver effective IT services in support of the Governor's vision and priorities. Business, and the information technology solutions that support it, are rapidly changing. To remain current the SCIO will update this plan annually, concurrent with the presentation of the Governor's budget. The SCIO will continue to strengthen partnerships with agency stakeholders and cultivate IT talent so that the State can offer innovative solutions that meet the needs of North Carolina's citizens and businesses. As the SCIO completes the foundational work to restructure IT and implement an Enterprise Resource Planning system, North Carolina will begin to realize the many benefits of a well-connected, efficient business that is driven by a unified and effective IT organization.

Appendix A: State Information Technology Plan Legislation

§ 147-33.72B. Planning and financing State information technology resources.

(a) *In order to provide a systematic process for meeting the State's technology needs, the State Chief Information Officer shall develop a biennial State Information Technology Plan (Plan). The Plan shall be transmitted to the General Assembly by February 1 of each regular session.*

(b) *The Plan shall include the following elements:*

(1) *An inventory of current information technology assets and major projects currently in progress. As used in this subdivision, the term "major project" includes projects subject to review and approval under G.S. 147-33.72C.*

(2) *An evaluation and estimation of the significant unmet needs for information technology resources over a five-year time period. The Plan shall rank the unmet needs in priority order according to their urgency.*

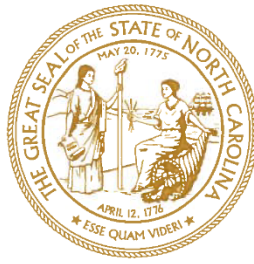
(3) *A statement of the financial requirements posed by the significant unmet needs, together with a recommended funding schedule for each major project currently in progress or recommended for initiation during the upcoming fiscal biennium.*

(4) *An analysis of opportunities for statewide initiatives that would yield significant efficiencies or improve effectiveness in State programs.*

(c) *Each executive agency shall biennially develop an agency information technology plan that includes the information required under subsection (b) of this section. The Office of Information Technology Services shall consult with and assist agencies in the preparation of these plans. Each agency shall submit its plan to the State Chief Information Officer by October 1 of each even-numbered year. (2004-129, s. 2; 2013-329, s. 1.)*

Appendix B: Agency IT Plans

- [Department of Administration](#)
- [Department of Agriculture and Consumer Services](#)
- [Department of Commerce](#)
- [Department of Cultural Resources](#)
- [Department of Environment and Natural Resources](#)
- [Department of Health and Human Services](#)
- [Department of Insurance](#)
- [Department of Justice](#)
- [Department of Labor](#)
- [Department of Public-Instruction](#)
- [Department of Public-Safety](#)
- [Department of Revenue](#)
- [Department of the Secretary of State](#)
- [Department of the State Treasurer](#)
- [Department of Transportation](#)
- [North Carolina Community College System](#)
- [Office of State Budget and Management](#)
- [Office of State Human Resources](#)
- [Office of the State Auditor](#)
- [Office of the State Controller](#)
- [State Board of Elections](#)
- [Wildlife Resources Commission](#)



State of North Carolina

PAT McCrory
GOVERNOR

November 7, 2013

EXECUTIVE ORDER NO. 30

FIX AND MODERNIZE INFORMATION TECHNOLOGY GOVERNANCE IN CABINET AGENCIES BY COLLABORATING AS ONE IT

WHEREAS, state government purpose is to promote a stronger North Carolina that connects customers – citizens, business, education and government; and

WHEREAS, efficient and effective Information Technology (IT) will enhance customer service and streamline business operations; and

WHEREAS, the way the state has governed and managed IT historically is inefficient, based on too many silos, too much duplication, too many incompatible systems; and

WHEREAS, one mechanism for fixing and modernizing IT governance is to collaborate as ONE IT by further aligning the management and operations of the cabinet agency IT resources to improve efficiency.

NOW, THEREFORE, pursuant to the authority vested in me as Governor by the Constitution and laws of the State of North Carolina, **IT IS ORDERED**:

Section 1. Cabinet Agencies.

This Executive Order shall apply to all state "Cabinet Agencies" and shall include all executive offices, boards, commissions, departments, divisions, councils, bureaus, and offices, now existing and hereafter established, which are supervised by, administratively housed in or which report to the cabinet agencies.

Section 2. Cabinet Chief Information Officer.

By November 15, 2013, the Secretary/Director of each cabinet agency shall appoint a Cabinet Chief Information Officer ("CCIO"), or combine with another cabinet agency as agreed by the Secretary/Director, and State Chief Information Officer ("SCIO"). Each CCIO shall report to the Secretary/Director and/or the SCIO. Each CCIO will carry the title CIO (Agency)/Deputy State CIO and become members of the ONE IT Executive Leadership Team (ELT). All cabinet agency information technology personnel shall report to the CCIO or to his or her designee.

Section 3. ONE IT Executive Leadership Team.

By November 15, 2013, in the Office of Information Technology (OIT) the SCIO will establish ONE IT Executive Leadership Team (ELT). The ONE IT ELT will meet regularly to modernize IT operating model, enterprise architecture, innovation, shared services, project management,

security, and vendor management programs to enhance customer interactions and streamline business operations.

Section 4. Collaboration & Innovation Plan.

By February 1, 2014, each CCIO shall submit to the Secretary/Director and the SCIO for review and approval a Collaboration & Innovation plan ("plan") demonstrating how the cabinet agency will, no later than July 1, 2014, support the most efficient operating model for the delivery of IT.

The plan should consider any related activities to the NC GEAR efforts; define a percentage of cost savings towards future innovation or any necessary one-time or ongoing Information Technology investment needed to realize such business cost savings or efficiencies. All new projects, if deemed appropriate by the ONE IT ELT, shall be tested in the Innovation Center to make sure IT purchases work before purchased.

Each plan shall address: (a) IT operational and project priorities that are consistent with the cabinet agency's strategic business goals, (b) IT budgets, (c) major IT procurements planned, (d) strategies for enhancing the efficiency, effectiveness and security of IT services, (e) IT staffing plans, and (f) Innovation activities and usage of Innovation Center.

Section 5. Cabinet Unite IT Strategy.

By March 31, 2014, the SCIO, in conjunction with each CCIO, shall develop a Unite IT Strategy defining the of Information Technology and related Platforms Services for all cabinet agencies, except those services, if any, that cannot be united due to restrictions imposed by security, contracts, state or federal law. This Strategy will be presented to Cabinet Secretaries/Directors and the Governor by the SCIO.

Section 6. Compliance Reviews.

Annually, beginning in March 2014, the SCIO and CCIO's shall, for the purpose of protecting programs, data and information technology, conduct compliance reviews across the cabinet agencies to ensure full compliance with statutes, regulations, policies, standards and contractual obligations related to information security and information technology and report annually on the results of such reviews to Cabinet Secretaries/Directors and the Governor by the SCIO.

Section 7. Definitions.

As used in this Executive Order:

"Cabinet Agencies" include: Department of Transportation, Department of Health and Human Services, Department of Public Safety, Department of Environment and Natural Resource, Department of Revenue, Department of Commerce, Department of Administration, Department of Cultural Resources, Office of State Budget, Office of Human Resources, Office of Information Technology Services, and Governor's Office.

"Information Technology (IT)" means hardware, software, and telecommunications equipment, including but not limited to personal computers, mainframes, wide and local area networks (wired and wireless), broadband, servers, mobile or portable computers, peripheral equipment, telephones, wireless communications, handheld devices, public safety radio services, facsimile machines, technology facilities including but not limited to data centers, dedicated training facilities, switching facilities, and other relevant hardware and software items as well as personnel tasked with the planning, implementation, and support of technology including hosting or vendor managed as a service solutions;

"Platform Services" shall mean data and telecommunications networks, data center services, web site hosting and portal services, and shared enterprise services such as email, directory services, and authentications systems; and

"Innovation Center" is a shared facility provided by repurposing space in the Department of Environmental and Natural Resources. The activities within the center are supported through IT

operating cost and resources from the SCIO and CCIO initiatives. The Innovation Center aligns the voice of the customers – citizens, business, education, and government through collaboration; and

"Telecommunications" means any origination, transmission, emission, or reception of signs, signals, writings, images, and sounds or intelligence of any nature, by wire, radio, television, optical, or other electromagnetic systems.

Section 8. Applicable Law.

Nothing in this Executive Order shall be construed to require action inconsistent with any applicable state or federal law.

Section 9. Effective Immediate.

This Executive Order shall take effect immediately and shall continue in effect until amended, superseded or revoked by subsequent Executive Order.

IN WITNESS WHEREOF, I have hereunto signed my name and affixed the Great Seal of the State of North Carolina at the Capitol in the City of Raleigh, this seventh day of November, in the year of our Lord two thousand thirteen, and of the Independence of the United States of America the two hundred and thirty-eighth.


Pat McCrory
Governor

ATTEST:


Elaine F. Marshall
Secretary of State



Appendix D: Active Projects in PPM Tool

Agency	Project Name	Project Costs	Total Investment Costs
Administration, Department of	State Surplus Property System	341,626	658,626
Administration, Department of	State Parking AIMS Web	0	113,700
Administration, Department of	NC4Vets	0	497,900
Administration, Department of	NC VA Scholarship Management	8,000	85,000
Administrative Hearings, Office of	REPLACEMENT OF CASE AUTOMATED TRACKING SYSTEM	0	362,811
Agriculture and Consumer Services, Department of	In-house Payroll System Project	68,490	70,890
Agriculture and Consumer Services, Department of	PI Nursery Licensing and Inspection Project	310,743	356,403
Commerce, Department of	Common Follow-up System Migration & Modernization Program	0	1,700,000
Commerce, Department of	SCUBI DDI (Southeast Consortium Unemployment Benefit Integration Design Development & Implement...)	3,991,033	7,026,104
Commerce, Department of	IIC Rewrite	405,001	405,001
Controller, Office of the State	Workflow Automation (ECLIPS)	1,405,032	4,797,090
Controller, Office of the State	HEAT Voice Communication Management to Replace Avaya	126,691	325,951
Controller, Office of the State	Foreign Nationals Tax Compliance Software Procurement Project	5,000	5,000
Controller, Office of the State	Master Services Agreement (MSA) for Merchant Card Processing	15,700	15,700
Controller, Office of the State	PCI Compliance Validation Services Procurement Project	10,000	10,000
Environment and Natural Resources, Department of	DENR Groundwater Decision Support System	1,173,999	1,649,328
Environment and Natural Resources, Department of	DWR Tar River Basin Hydrologic Model	253,182	256,002
Environment and Natural Resources, Department of	DWR Cape Fear River Hydrologic Model Update	133,328	136,289
Environment and Natural Resources, Department of	DWR Roanoke River Basin Hydrologic Model Update	282,592	285,694
Environment and Natural Resources, Department of	DWM Implementation of Outbound RCRA Info Exchange Network Data Flows	0	104,500
Environment and Natural Resources, Department of	DMF BPM Vendor Selection and FIN implementation	1,666,480	2,957,680
Environment and Natural Resources, Department of	EEP - Integrated System of Record	39,840	39,840
Health and Human Services, Department of	DHSR Business Process Automation System (BPAS) Project	10,415,104	16,470,295
Health and Human Services, Department of	Crossroads State Agency Model Implementation Project (SAM)	32,412,927	34,351,723
Health and Human Services, Department of	NC FAST Case Management Program Level Project	90,838,798	90,838,798
Health and Human Services, Department of	NC FAST- CM Medicaid P2 & P6 (EIS replacement)	133,975,933	146,791,865
Health and Human Services, Department of	DHHS DSOHF Automated Timekeeping in State Facilities	1,754,923	5,483,557
Health and Human Services, Department of	DHHS Division of Medical Assistance -- PCS Business Process Automation - VieBridge IA Function	3,559,905	9,462,261
Health and Human Services, Department of	DHHS DDS Section - Telephony Upgrade	549,841	3,497,893
Health and Human Services, Department of	NC FAST - Project 7 - Federal Facilitated Exchange Interoperability	36,088,569	51,088,569

Health and Human Services, Department of	DMH/DSOHF Facility IT Network Infrastructure Upgrade	171,400	1,573,464
Health and Human Services, Department of	DHHS - Broughton Hospital Infrastructure Project	16,952,424	27,472,854
Health and Human Services, Department of	DHHS - DPH Young Families connect (YFC) : Engaging Communities	123,131	227,813
Health and Human Services, Department of	DHHS DSOHF Pharmacy MC/Plus Upgrade Project	151,304	1,244,744
Health and Human Services, Department of	RFP for the Procurement for the Child Support Enforcement Centralized Collections Operation 2014	0	15,677,250
Health and Human Services, Department of	DHHS - Health Information System (HIS) Meaningful Use	980,453	5,840,944
Health and Human Services, Department of	DHHS - International Classification of Diseases, version 10 (ICD-10) Project	20,215,995	20,215,995
Human Resources, Office of State	Statewide Compensation System	472,422	1,132,982
Human Resources, Office of State	Enterprise Performance Management System	439,707	1,939,707
Information Technology Services, Office of	SIP Network Services	0	372,000
Information Technology Services, Office of	EAD - DHHS	1,278,132	6,184,235
Information Technology Services, Office of	EAD - DPS	2,241,420	5,911,267
Information Technology Services, Office of	ITS Fiscal Management	341,990	1,058,480
Information Technology Services, Office of	Early Childhood Integrated Data System (ECIDS)	4,573,095	7,071,593
Information Technology Services, Office of	ITS Rate Review	515,510	515,510
Information Technology Services, Office of	Upgraded Analysis and Management Tools -Security Information and Event Management (SIEM) Replacement	707,519	1,234,519
Information Technology Services, Office of	Security: Threat Management and Incident Response - Intrusion System Replacement and others	515,000	1,115,000
Information Technology Services, Office of	Desktop Remediation: XP Remediation	17,071,205	17,071,205
Information Technology Services, Office of	MS Project/Portfolio Server Pilot	349,935	349,935
Information Technology Services, Office of	Security: Training Solutions	0	123,000
Information Technology Services, Office of	Security: Vulnerability Assessments	758,500	758,500
Information Technology Services, Office of	Focus (North Carolina IT Restructure Plan)	250,000	250,000
Information Technology Services, Office of	Operate: Contract Consolidation	0	290,000
Information Technology Services, Office of	MS Office: O365 Platform Enablement Project	1,030,083	7,545,393
Information Technology Services, Office of	Load Balancing Replacement	749,500	1,149,500
Information Technology Services, Office of	MS Office: O365 Product Suite Adoption Project	2,506,386	28,481,886
Information Technology Services, Office of	MS Office: O365 Email and Archive Migration Project	2,881,212	2,881,212
Information Technology Services, Office of	Desktop Remediation: Services Standardization	4,038,596	4,038,596
Information Technology Services, Office of	Cloud Based IVR Service RFP	0	10,500
Information Technology Services, Office of	Common Digital Experience: Unified Web Look and Feel	2,583,555	2,633,555
Information Technology Services, Office of	Network Simplification Assessment Project	153,760	153,760
Information Technology Services, Office of	Secure Sign-On Planning	0	99,998
Information Technology Services, Office of	CS Billing ITRM/ITCM Upgrade	0	0
Information Technology Services, Office of	Business Continuity/Disaster Recovery/Notification Management	30,000	786,000

Information Technology Services, Office of	Security Assessment RFP	0	10,500
Information Technology Services, Office of	Remedy Upgrade (Cloud Solution)	243,835	471,930
Insurance, Department of	Avaya/Elite Multichannel	82,010	275,770
Insurance, Department of	Fire Grants/Relief Fund Rewrite	358,560	439,560
Justice, Department of	Consumer Protection CMS Upgrade	0	353,425
Justice, Department of	PPS/ASL Management and Tracking Portal System (PPS PowerBuilder Application Replacement)	1,068,677	1,932,101
Justice, Department of	DOJ SharePoint Framework	0	85,000
Justice, Department of	Sex Offender Registration Notification Act (SORNA101)	0	490,004
Justice, Department of	NCJA Campus Portal System SaaS Subscription (v2)	207,975	616,775
Labor, Department of	Replacement for ECM System with Integrated BPM	1,141,988	1,512,038
North Carolina Community Colleges	Sirsi-Dynix migration	25,502	2,108,520
North Carolina Community Colleges	Core Network Switch Refresh	119,383	136,883
North Carolina Community Colleges	CIS Community College Sizing and Costing	0	2,270,320
Public Instruction, Department of	AHR State Rollout	1,518,679	3,992,283
Public Instruction, Department of	CECAS 2.0	2,485,707	5,113,431
Public Instruction, Department of	Licensure Automation System	2,283,954	3,321,462
Public Instruction, Department of	Race to the Top - NC Education Cloud Planning	4,454,767	4,454,767
Public Instruction, Department of	NCDPI Email Migration Project (Live@EDU) - formerly named NCDPI/ITS Exchange Migration Project	24,493	388,582
Public Instruction, Department of	Race to the Top - Instructional Improvement System (IIS)	18,835,303	76,135,960
Public Instruction, Department of	Race to the Top - Identity Access Management (IAM)	7,879,128	16,879,128
Public Instruction, Department of	Race to the Top - I-Series Migration	955,093	2,305,243
Public Instruction, Department of	Race to the Top - Learning Object Repository (LOR)	2,290,000	5,127,637
Public Instruction, Department of	NC P20W SLDS	4,131,643	4,575,311
Public Instruction, Department of	Race to the Top - Cloud Enterprise Services	3,056,610	5,056,610
Public Instruction, Department of	Child Nutrition Direct Certification Replacement (DCR)	983,019	1,417,739
Public Instruction, Department of	eSIS to PowerSchool Conversion	25,116,183	71,726,777
Public Instruction, Department of	Observation Calibration Tool	383,581	1,383,581
Public Instruction, Department of	Child Nutrition Technology System Enhancements 2014 (CNTS14)	409,253	496,753
Public Instruction, Department of	K-3 Formative Assessment	1,954,195	3,311,489
Public Instruction, Department of	Race to the Top: Online Literacy Comprehension & Vocabulary Assessment Pilot	731,393	731,393
Public Instruction, Department of	Child Nutrition Technology System Enhancements 2015 (CNTS15)	474,948	620,198
Public Safety, Department of	VIPER Strategic Solution Implementation Project - Phase 3	43,786,722	59,058,949
Public Safety, Department of	DPS Electronic Health Records (EHR)	1,653,598	10,102,028
Public Safety, Department of	NC-JOIN Improvement and Efficiency Project	119,981	119,981
Public Safety, Department of	NCSHP Internal Affairs/Professional Standards IA PRO Vol 2	0	80,000

Public Safety, Department of	DPS School Student Anonymous Smart Device Reporting App Project	0	271,435
Public Safety, Department of	School Emergency Response Application & School Risk Management Plan	0	424,119
Public Safety, Department of	Community Automated Reentry Tool (CART)	0	119,490
Public Safety, Department of	Emergency and Hazardous Chemical Management Tool	174,400	274,400
Public Safety, Department of	NC SAVAN	0	5,808,800
Revenue, Department of	IVR Upgrade Project	325,137	4,068,256
Revenue, Department of	Fuel Tracking System Upgrade	1,228,646	2,103,046
Revenue, Department of	Modernized e-File for Corporate and Franchise Tax, Partnership Tax, and Estate and Trust	253,900	869,500
Revenue, Department of	FIRM Expansion	204,177	378,427
Revenue, Department of	Scanner Replacement Project	2,165,959	3,107,779
Revenue, Department of	DOR Data Center Move	2,749,734	4,726,734
Revenue, Department of	DOR Disaster Recovery Project	565,308	762,675
Secretary of State, Department of the	AHCD Server Hosting	0	0
State Board of Elections	Elections Form Processing System	424,000	494,000
State Board of Elections	SEIMS Rewrite	0	4,417,654
Transportation, Department of	DOT EIPT (Telephony) System Upgrade Phase I (ITP.00163, IS, P1)	2,274,130	6,538,096
Transportation, Department of	NCDOT Ferry Ticketing and Reservation System (ITP.00186, IS)	719,431	832,372
Transportation, Department of	Next Generation Secure Driver License System(PROG.0003, ITP.00200, DMV)	10,447,850	107,535,850
Transportation, Department of	NCDOT Web Site Redesign and Restructuring (ITP.00208, BSIP)	3,257,018	3,957,018
Transportation, Department of	Motor Vehicle Inspection and Law Enforcement System (MILES, ITP.00207, DMV)	8,406,382	13,400,325
Transportation, Department of	Road Operations and Management Effort (ROME, ITP.00221, ETS)	5,683,543	5,824,043
Transportation, Department of	SAP Hosting (ITP.00226, BSIP)	21,457,962	34,463,151
Transportation, Department of	LITES Audit - Long Term Solution (ITP.00228, DMV)	1,268,736	1,341,536
Transportation, Department of	Traffic Monitoring System Software (TMS, ITP.00232, ETS)	1,024,250	1,199,250
Transportation, Department of	DOTCM - Transportation Systems Administration Content (PROG.0008, ITP.00235, BSIP)	1,137,308	1,540,508
Transportation, Department of	DOTCM - 3C and Data Services Framework (PROG.0008, ITP.00237, BSIP)	8,610,317	23,835,548
Transportation, Department of	DMV Modernization Assessment and Planning (PROG.0009, ITP.00238, DMV)	1,435,000	1,435,000
Transportation, Department of	NCDOT Rail WiFi Implementation (ITP.00239, IS)	0	394,319
Transportation, Department of	Electronic Lien and Titling (ELT, ITP.00241, DMV)	563,303	563,303
Transportation, Department of	PDEA Tracking Upgrade (ITP.00242, WEB)	1,837,346	2,383,346

Transportation, Department of	Right of Way Management System Project (ROW, ITP.00245, ETS)	2,392,500	3,852,500
Transportation, Department of	MyDMV Portal (PROG.0009, ITP.00243, DMV)	2,100,970	2,525,970
Transportation, Department of	DMV Queuing (PROG.0009, ITP.00246, DMV)	901,197	1,598,909
Transportation, Department of	Data Management and Governance Project (PROG.0009, ITP.00247, DMV)	8,178,920	11,184,420
Transportation, Department of	Virtual Hearings (PROG.0009, ITP.00250, DMV)	1,650,992	2,077,992
Transportation, Department of	Online Driver License Renewal (PROG.0009, ITP.00251, DMV)	443,100	487,410
Transportation, Department of	CPS Replacement Project (ITP.00253, IS)	982,782	1,124,254
Transportation, Department of	DMV Vehicle Services Queuing (PROG.0009, ITP.00254, DMV)	1,576,600	2,001,600
Transportation, Department of	NCDMV Optimization (PROG.0009, ITP.00255, DMV)	4,881,262	9,664,595
Transportation, Department of	Small Pipe Inventory (ITP.00256, ETS)	1,080,704	1,300,704
Transportation, Department of	Roadway Weather Information System (RWIS, ITP.00257, ETS)	146,140	154,890
Transportation, Department of	Prioritization 4.0 (ITP.00258, ETS)	7,176,520	8,508,520
Transportation, Department of	DMV SOA Center (PROG.0009, ITP.00259, DMV)	3,000,000	3,000,000
Transportation, Department of	DOTCM - Pre-Construction Collaboration (PROG.0008, ITP.00260, BSIP)	1,040,347	1,330,747
Transportation, Department of	DOTCM - District Road Files and Encroachments (PROG.0008, ITP.00261, BSIP)	3,251,252	3,601,252
Transportation, Department of	DOTCM - Field Office Network Performance (PROG.0008, ITP.00262, BSIP)	0	3,616,614
Transportation, Department of	MACH - Container Handling System	559,200	820,450
Treasurer, Department of the State	Statewide Core Banking and Cash Management System Upgrade	4,236,497	5,390,740
Treasurer, Department of the State	Firemen's and Rescue Squad Worker's Pension Fund Compliance and Enhancement Initiative	881,445	881,445
Treasurer, Department of the State	Retirement Systems Internal Revenue Compliance Initiatives	374,200	374,200
Treasurer, Department of the State	NC Retirement System Risk Management System Implementation	4,060,971	6,310,971
Treasurer, Department of the State	State and Local Government Finance Division - Debt Management System	0	236,000
Wildlife Resources Commission	Forest Inventory Management System	78,800	116,300

Appendix E: Agency Initiatives submitted in IT Plans

Agency	Goal	Objective	Initiative
Agriculture	Create a portal for the Forest Service	Create a portal for the Forest Service	Create a portal for the Forest Service
Agriculture	Department grant system	Department grant system	Department grant system
Agriculture	Online payment for license system	Allow license business owners to apply for a license, renew a license and make payment for their license	Create a “community” of expertise among agencies who use the statewide enterprise approach
Agriculture	Online payment for license system	Allow license business owners to apply for a license, renew a license and make payment for their license	Plan for future deployments to other divisions. We plan to implement a new license type ourselves without vendor help. In this way, we will learn how to implement the system and hopefully reduce our costs when implementing other license types.
Agriculture	Online payment for license system	Allow license business owners to apply for a license, renew a license and make payment for their license	Rollout the State’s ECLIPS enterprise initiative to Plant Protection Specialists
Agriculture	Redesign of NCDA & CS website in SharePoint	Make the Department’s website more user-friendly and dynamic, improving its ability to deliver information to visitors.	Enable website to be viewed on any device.
Agriculture	Redesign of NCDA & CS website in SharePoint	Make the Department’s website more user-friendly and dynamic, improving its ability to deliver information to visitors.	Make the information relevant and timely. We will use SharePoint as a content management system to allow personnel in each division make updates to their information.
Agriculture	Redesign of NCDA & CS website in SharePoint	Make the Department’s website more user-friendly and dynamic, improving its ability to deliver information to visitors.	Use SharePoint as content management system to allow divisions to update information
Agriculture	Redesign of NCDA & CS website in SharePoint	Make the Department’s website more user-friendly and dynamic, improving its ability to deliver information to visitors.	Work with the Department’s PIO to gather requirements for a new public website and the Office of Information Technology (OITS) for direction for look and feel.
Agriculture	Stimulate department's utilization of geospatial technology	Identify areas where GIS technology can streamline the Department’s operations. Provide data, software, training, mapping and technical support to NCDA&CS Geographic Information System (GIS) users.	Create a web based application for the NC Forest Service's Community Wildfire Protection Program that is geospatially enabled.

Agriculture	Stimulate department's utilization of geospatial technology	Identify areas where GIS technology can streamline the Department's operations. Provide data, software, training, mapping and technical support to NCDA&CS Geographic Information System (GIS) users.	Create web based mapping applications like the forest management plan map maker
Agriculture	Stimulate department's utilization of geospatial technology	Identify areas where GIS technology can streamline the Department's operations. Provide data, software, training, mapping and technical support to NCDA&CS Geographic Information System (GIS) users.	Provide department's GIS users with data, data creation services, technical support, web development and other support as needed. Host all server or enterprise based software (and base data) in one central location
Agriculture	Stimulate department's utilization of geospatial technology	Improve the citizen's experience	Assure that all Agriculture websites are up-to-date, current with a responsive design.
Agriculture	Stimulate department's utilization of geospatial technology	Improve the citizen's experience	Assure that facilities that the department regulates, including liquefied propane gas and food manufacturers, are mapped with extremely high accurate coordinates. Communicate with private industry when their facilities are likely to be impacted by hurricanes or other natural disasters.
Agriculture	Stimulate department's utilization of geospatial technology	Improve the citizen's experience	Create web based mapping applications, such as the pre-harvest planning tool, for private sector use
Agriculture	Stimulate department's utilization of geospatial technology	Improve the citizen's experience	Host and maintain a web based application for tracking Food Safety in NC. Create an electronic inspection form and make it mobile friendly. Spatially enable with accurate coordinates to allow for quick response to food recalls and impacts from large scale power outages and flooding.
Agriculture	Stimulate department's utilization of geospatial technology	Improve the citizen's experience	Maintain and update WMS and other web map services to the GIS community and the general public. Make all services discoverable on NC One Map.
Agriculture	Stimulate department's utilization of geospatial technology	Work collaboratively with the State Government GIS Community to assist all Government Agencies	Participate within the Geographic Information Coordinating Council (GICC) framework to share resources and technical knowledge where possible.

Agriculture	Stimulate department's utilization of geospatial technology	Work collaboratively with the State Government GIS Community to assist all Government Agencies	Serve in a leadership role on the Technical Advisory Committee and State Government Users Group to assure NCDA&CS users have the latest data, tools and resources. Reduce duplicative efforts and assure local governments benefit from a shared technical knowledge base.
Commerce	(FISCAL) UNIVERSAL Account System for All divisions of the Department of Commerce.	Merge the NC accounting System (NCAS) with the FARS Accounting System	Universal accounting system for entire Department of Commerce
Commerce	(FISCAL) UNIVERSAL GRANTS MANAGEMENT SYSTEM FOR THE ENTIRE DEPARTMENT OF COMMERCE	Adopt a grants management system that satisfies all grant requirements for each division of the entire Department of Commerce	Deploy Universal Grants Management System for entire Department of Commerce
Commerce	(LEAD) TRACK OUTCOMES OF PARTICIPANTS IN THE STATE'S EDUCATION, EMPLOYMENT AND TRAINING PROGRAMS	Enhance common follow-up system.	Develop a plan for migration of data to Government Data Analytics Center (GDAC)
Commerce	(LEAD) TRACK OUTCOMES OF PARTICIPANTS IN THE STATE'S EDUCATION, EMPLOYMENT AND TRAINING PROGRAMS	Enhance common follow-up system.	Migrate Historical Data
Commerce	(LEAD) TRACK OUTCOMES OF PARTICIPANTS IN THE STATE'S EDUCATION, EMPLOYMENT AND TRAINING PROGRAMS	Enhance common follow-up system.	Update agency submission requirements
Commerce	(LEAD) TRACK OUTCOMES OF PARTICIPANTS IN THE STATE'S EDUCATION, EMPLOYMENT AND TRAINING PROGRAMS	Expand NC Tower	Add summary outcome data for additional participating agencies
Commerce	(CREDIT UNION) PROVIDE CREDIT UNION CLIENTS WITH SECURE ENVIRONMENT FOR EXCHANGE OF CONFIDENTIAL INFORMATION WITH DIVISION	Enable NC credit unions to transmit confidential information with Division via an appropriate vehicle by FY 2016 to facilitate regulation and supervision	Develop a Secure Portal
Commerce	(DES) TO INCREASE THE SECURITY MEASURES TAKEN TO PROTECT THE DATA OF NORTH CAROLINA, NORTH CAROLINA'S WORKERS, EMPLOYERS AND THE PUBLIC	Improve the login process	EADS (Enterprise Active Directory Security Software)

Commerce	(DES) TO INCREASE THE SECURITY MEASURES TAKEN TO PROTECT THE DATA OF NORTH CAROLINA, NORTH CAROLINA'S WORKERS, EMPLOYERS AND THE PUBLIC	Network Redesign	Novell Shutdown
Commerce	(DES) TO INCREASE THE SECURITY MEASURES TAKEN TO PROTECT THE DATA OF NORTH CAROLINA, NORTH CAROLINA'S WORKERS, EMPLOYERS AND THE PUBLIC	Network Redesign	Office 365 Implementation
Commerce	(DES) TO INCREASE THE SECURITY MEASURES TAKEN TO PROTECT THE DATA OF NORTH CAROLINA, NORTH CAROLINA'S WORKERS, EMPLOYERS AND THE PUBLIC	Network Redesign	Separate DES/DWS Networks
Commerce	(DES) To Maximize the effective use of technology in the delivery of services to NC workers, Employers and the public through real-time, telephone and internet based solutions, unemployment insurance benefits claims access.	To meet rising customer expectations regarding expanded service access options, reduced response times for services transactions and provision of service that is of at least comparable quality to leading private sector service providers	To replace the Unemployment Insurance Tax Accounting legacy system used by DES for the quarterly reporting of wages and payment of taxes by North Carolina's employers
Commerce	(DES) To Maximize the efficient Use of Technology in the delivery of services to NC workers, Employers and the public through real-time, telephone and internet based solutions, unemployment insurance benefits claims access.	To meet rising customer expectations regarding expanded service access options, reduced response times for services transactions and provision of service that is of at least comparable quality to leading private sector service providers	Design, develop, and implement a new unemployment insurance benefits claims system (SCUBI)
Commerce	(DWS) EFFICIENTLY COLLECT AND REPORT ALL DATA FOR USDOL REQUIREMENTS	Current Application must change to meet new Federal Law	Obtain or develop a performance reporting tool
Commerce	(DWS) EFFICIENTLY COLLECT AND REPORT ALL DATA FOR USDOL REQUIREMENTS	Current Application must change to meet new Federal Law	Update current system to meet requirements of WIOA law
Commerce	(DWS) EFFICIENTLY COLLECT AND REPORT ALL DATA FOR USDOL REQUIREMENTS	Maintain an integrated Workforce Management Solutions System	Evaluate additional modules to improve efficiencies including a greeter /scheduler module

Commerce	(DWS) EFFICIENTLY COLLECT AND REPORT ALL DATA FOR USDOL REQUIREMENTS	Maintain an integrated Workforce Management Solutions System	Integrate Apprenticeship application into NCWorks
Commerce	(DWS) EFFICIENTLY COLLECT AND REPORT ALL DATA FOR USDOL REQUIREMENTS	Maintain an integrated Workforce Management Solutions System	Interface with SCUBI, Community College data, DPI, and WOTC to provide a seamless user experience
Commerce	(DWS) IMPROVE STAFF EFFICIENCIES BY UPGRADING TECHNOLOGY	Allow staff access to data to become device agnostic to allow access by any PC, tablet or smartphone.	Enhance DWS cloud offering to allow full data access on mobile devices. Investigate desktop solutions including virtual desktop and phone
Commerce	(DWS) IMPROVE STAFF EFFICIENCIES BY UPGRADING TECHNOLOGY	Update infrastructure to allow better support.	Expand access to secure data using cloud based solutions
Commerce	(DWS) IMPROVE STAFF EFFICIENCIES BY UPGRADING TECHNOLOGY	Update infrastructure to allow better support.	Upgrade local office infrastructure to replace ageing equipment and adding public Wi-Fi.
Commerce	(DWS) USE DATA TO DRIVE STRATEGIES AND ENSURE ACCOUNTABLE	Enhance reporting capabilities.	Create statewide performance measures to assess the effectiveness of Workforce Development activities across the state
Commerce	(DWS) USE DATA TO DRIVE STRATEGIES AND ENSURE ACCOUNTABLE	Enhance reporting capabilities.	Procure or develop tools to allow local Workforce Boards and Regional staff to be able to quickly report both participant and employer data
Commerce	(DWS) USE DATA TO DRIVE STRATEGIES AND ENSURE ACCOUNTABLE	Enhance reporting capabilities.	Work with partner agencies to allow real time labor data to be easily used by all interested analyst
Commerce	(INDUSTRIAL) NCIC CLAIMS AND CASES ARE PROCESSED WITH MAXIMAL EFFICIENCY	Adopt a consolidated system for staff to use for all case management functions	Migrate all case data and functions from multiple existing platforms into consolidated system
Commerce	(INDUSTRIAL) NCIC CLAIMS AND CASES ARE PROCESSED WITH MAXIMAL EFFICIENCY	Adopt a consolidated system for staff to use for all case management functions	Select, install, and configure a single adaptive case management system or framework
Commerce	(INDUSTRIAL) NCIC CLAIMS AND CASES ARE PROCESSED WITH MAXIMAL EFFICIENCY	Enhance electronic data interchange (EDI) capabilities	Increase the number of transactions that must be submitted via EDI
Commerce	(INDUSTRIAL) NCIC CLAIMS AND CASES ARE PROCESSED WITH MAXIMAL EFFICIENCY	Enhance electronic data interchange (EDI) capabilities	Refine data requirements to streamline submissions in conjunction with external stakeholders
Commerce	(INDUSTRIAL) NCIC CLAIMS AND CASES ARE PROCESSED WITH MAXIMAL EFFICIENCY	Provide user access to integrated insurance coverage data	Develop an improved coverage research application to leverage multiple data sets

Commerce	(INDUSTRIAL) NCIC CLAIMS AND CASES ARE PROCESSED WITH MAXIMAL EFFICIENCY	Provide user access to integrated insurance coverage data	Enhance access to coverage information
Commerce	(INDUSTRIAL) SERVE NCIC EXTERNAL STAKEHOLDERS ANYTIME, ANYWHERE	Enable external users to pay all fees and file all documents online	Enhance online document-filing application
Commerce	(INDUSTRIAL) SERVE NCIC EXTERNAL STAKEHOLDERS ANYTIME, ANYWHERE	Enable external users to pay all fees and file all documents online	Enhance online fee payment application
Commerce	(INDUSTRIAL) SERVE NCIC EXTERNAL STAKEHOLDERS ANYTIME, ANYWHERE	Enable online access for external users to view and work with data associated with their cases	Implement a consolidated case management system with external access
Commerce	(LEAD) PUBLISH LABOR MARKET AND ECONOMIC DEVELOPMENT INFORMATION AND DATA	Merge AccessNC and Demand Driven Data Delivery System Applications	Design and develop combined application.
Commerce	(LEAD) PUBLISH LABOR MARKET AND ECONOMIC DEVELOPMENT INFORMATION AND DATA	Merge AccessNC and Demand Driven Data Delivery System Applications	Implement Solution
Commerce	(LEAD) PUBLISH LABOR MARKET AND ECONOMIC DEVELOPMENT INFORMATION AND DATA	Merge AccessNC and Demand Driven Data Delivery System Applications	Retire existing applications.
Commerce	(LEAD) PUBLISH LABOR MARKET AND ECONOMIC DEVELOPMENT INFORMATION AND DATA	Merge AccessNC and Demand Driven Data Delivery System Applications	Work OITS Business Analysts to gather requirements, use cases and develop RFP.
Commerce	(MIS) Enhance Consumer Services for Commerce Core	Building Stronger Partnerships with Business Process Owners (Focus on Business)	Engage Enterprise IT Business Liaison Services
Commerce	(MIS) Enhance Consumer Services for Commerce Core	Building Stronger Partnerships with Business Process Owners (Focus on Business)	Enhance Customer Awareness of Resources
Commerce	(MIS) Enhance Consumer Services for Commerce Core	Resume OITS IT consolidation (Focus on Infrastructure)	Outsource LAN Support to OITS
Commerce	(MIS) Enhance Consumer Services for Commerce Core	Resume OITS IT consolidation (Focus on Infrastructure)	Outsource Server Support to OITS
Commerce	(MIS) Enhance Consumer Services for Commerce Core	Resume OITS IT consolidation (Focus on Infrastructure)	Transition to EADS services
Commerce	(MIS) Enhance Consumer Services for Commerce Core	Strengthen Application Development Environment (Focus on Personnel)	Analyze IT roles and staffing needs
Commerce	(MIS) Enhance Consumer Services for Commerce Core	Strengthen Application Development Environment (Focus on Personnel)	Implement Enterprise Project Management

Commerce	(MIS) Enhance Consumer Services for Commerce Core	Strengthen Application Development Environment (Focus on Personnel)	Professional skills training
Commerce	(PUBLIC STAFF) ENHANCE WEBSITE FOR MORE DYNAMIC USER INTERACTION AND CAPABILITIES	Update and add improvements to agency website	Improve user availability of website.
Commerce	(PUBLIC STAFF) ENHANCE WEBSITE FOR MORE DYNAMIC USER INTERACTION AND CAPABILITIES	Update and add improvements to agency website	Update website.
Commerce	(PUBLIC STAFF) ENSURE CONTINUED END USER ACCESS TO NETWORK	Replace end of life or disabled end user equipment	Refresh end user PCs, laptops and thin clients
Commerce	(PUBLIC STAFF) ENSURE CONTINUED END USER ACCESS TO NETWORK	Replace end of life or disabled end user equipment	Refresh printers and other peripherals
Commerce	(PUBLIC STAFF) ENSURE DATA CONTINUITY FOR END USERS AND IMPROVE OVERALL NETWORK SECURITY	Enable more reliable email service and capability and improve FOI request capabilities	Install email filtering and archiving software.
Commerce	(PUBLIC STAFF) ENSURE DATA CONTINUITY FOR END USERS AND IMPROVE OVERALL NETWORK SECURITY	Enable more reliable email service and capability and improve FOI request capabilities	Install exchange server.
Commerce	(PUBLIC STAFF) ENSURE DATA CONTINUITY FOR END USERS AND IMPROVE OVERALL NETWORK SECURITY	Improve disaster recovery capabilities and network security	Install Netscaler interface.
Commerce	(PUBLIC STAFF) ENSURE DATA CONTINUITY FOR END USERS AND IMPROVE OVERALL NETWORK SECURITY	Improve disaster recovery capabilities and network security	Refresh ASA firewall.
Commerce	(PUBLIC STAFF) ENSURE DATA CONTINUITY FOR END USERS AND IMPROVE OVERALL NETWORK SECURITY	Improve disaster recovery capabilities and network security	Refresh UPS
Commerce	(PUBLIC STAFF) ENSURE DATA CONTINUITY FOR END USERS AND IMPROVE OVERALL NETWORK SECURITY	Replace end of life back-end hardware.	Refresh file server.

Commerce	(PUBLIC STAFF) ENSURE DATA CONTINUITY FOR END USERS AND IMPROVE OVERALL NETWORK SECURITY	Replace end of life back-end hardware.	Refresh server blades.
Commerce	(PUBLIC STAFF) ENSURE MAINTENANCE OF NETWORK FACILITIES	Maintain current status of licenses and maintenance agreements	network hardware and software licenses and maintenance
Commerce	(PURCHASING) INCREASE EFFICIENCY AND IMPROVE CUSTOMER SERVICE IN THE PROCUREMENT OF GOODS AND SERVICES	To efficiently handle all purchase requests using the E-procurement system, thereby increasing the speed with which purchase requests are reviewed and approved; further eliminating use of paper; and realizing processing, marketing and administrative cost savings.	Collaborate with procurement across one system.
Commerce	(RURAL) IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF THE GRANTS MANAGEMENT PROCESS FOR THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) AND RURAL GRANTS/PROGRAMS (RGP) SECTIONS	Implement a shared, anytime/anywhere grants management solution	Implementation of GIFTS Grants Management Software
Commerce	(UTILITIES) INCREASE CUSTOMER ACCESS TO AGENCY INFORMATION	Reduce and improve internal manual processes by expanding automated processes and reducing manual processes, paperwork, consolidating functions and reducing mailing cost	Consolidate process to put like functions together in a system and create more efficient reporting
Commerce	(UTILITIES) INCREASE CUSTOMER ACCESS TO AGENCY INFORMATION	Reduce and improve internal manual processes by expanding automated processes and reducing manual processes, paperwork, consolidating functions and reducing mailing cost	Expand electronic reporting and payments
Commerce	(UTILITIES) INCREASE CUSTOMER ACCESS TO AGENCY INFORMATION	Reduce and improve internal manual processes by expanding automated processes and reducing manual processes, paperwork, consolidating functions and reducing mailing cost	Reduce system risk by upgrading and replacing old systems with unsupported platform software
Commerce	(WELCOME CENTERS) IMPROVE SERVICE DURING PEAK TIMES	Provide self-service through electronic access to North Carolina travel information	Install Electronic kiosks
Commerce	INDUSTRIAL) NCIC DATA COLLECTION AND ANALYSIS SERVE BUSINESS FUNCTIONS WELL	Enhance insurance coverage data	Enhance collection and formatting of insurance coverage data

Commerce	INDUSTRIAL) NCIC DATA COLLECTION AND ANALYSIS SERVE BUSINESS FUNCTIONS WELL	Enhance insurance coverage data	Transmit enhanced data to GDAC in support of the state's business intelligence initiatives
Commerce	INDUSTRIAL) NCIC DATA COLLECTION AND ANALYSIS SERVE BUSINESS FUNCTIONS WELL	Leverage medical payments data	Analyze data for ongoing review of medical and hospital fee schedules.
Commerce	PROMOTE SERVICE TO MEMBERS OF NC STATE CHARTERED CREDIT UNIONS	Enable NC credit union members to more easily and efficiently submit complaints securely to the NC Credit Union Division via an online form by FY 2016	Develop online forms
Commerce	PROMOTE SERVICE TO MEMBERS OF NC STATE CHARTERED CREDIT UNIONS	Enable NC credit union members to more easily and efficiently submit complaints securely to the NC Credit Union Division via an online form by FY 2016	Implement automatic database population technology
DCR	Expand access to DCR services/programs	The development of IT solutions to expand access to DCR programs and services technology must be deployed to encourage an increase in citizen interactions.	Deploy Intranet and Internet content management environment (CME)
DCR	Improve customer service support	Foster partnerships and collaborations by working closer with division business owners.	Deploy internal application development SLA process
DCR	Improve IT infrastructure	The development of IT solutions to improve DCR's infrastructure through a continued partnership with ITS.	Deploy a mature Enterprise Architecture (EA)
DCR	Improve IT infrastructure	The development of IT solutions to improve DCR's infrastructure through a continued partnership with ITS.	Storage growth plan for general use and archive storage
DCR	Improve IT infrastructure	The development of IT solutions to improve DCR's infrastructure through a continued partnership with ITS.	Upgrade connectivity (including wireless) and aging telephone systems
DCR	Streamline business operations	Develop IT solutions to streamline business operations by reducing redundancy and waste.	Managed printing services (MPS)
DCR	Streamline business operations	Develop IT solutions to streamline business operations by reducing redundancy and waste. The IT office's strategy is to empower division service owners by identifying areas where operations can be made more efficient with the use of technology.	Standardize online and onsite point-of-sale systems (PCI compliant)

DENR	Continue to maintain and improve water, land and air quality in North Carolina and to protect our state's natural and environmental resources for future generations.	To provide efficient and effective information technology services and enterprise solutions to streamline business operations, utilizing the Innovation Center and the Center of Excellence programs.	InCLUDE Exchange Network Data Exchange
DENR	Continue to maintain and improve water, land and air quality in North Carolina and to protect our state's natural and environmental resources for future generations.	To provide efficient and effective information technology services and enterprise solutions to streamline business operations, utilizing the Innovation Center and the Center of Excellence programs.	Infrastructure Upgrade to Existing Nodes & Node Clients to version 2.0
DENR	To be responsible stewards of our state's tax dollars and to support the growth of North Carolina's economy through collaborative partnerships with North Carolina citizens, governments and businesses.	To be responsible stewards of the state's tax dollars, making sound financial information technology decisions and utilizing the Innovation Center.	Integrated System of Record for EEP
DENR	To instill and achieve excellence in customer service	To instill and achieve outstanding customer service, acting as a business partner, and executing to the appropriate sense of urgency.	E-permitting, E-payment, and E-signature
DENR	To instill and achieve excellence in customer service.	To instill and achieve outstanding customer service, acting as a business partner, and executing to the appropriate sense of urgency.	Ground water DSS
DENR	To provide outstanding educational and recreational opportunities that promote economic growth and environmental literacy, resulting in excellence in stewardship of environmental and natural resources	To provide efficient and effective information technology services and enterprise solutions to streamline business operations, utilizing the Innovation Center and the Center of Excellence programs	Replacement of Fisheries Information Network (FIN)
DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state enterprise IT offerings as applicable.	Expand or upgrade IT infrastructure.	DHHS IT Infrastructure Installation and Upgrades

DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state enterprise IT offerings as applicable.	Maximize adoption of new technologies.	DHHS Business Electronic Access Management
DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state enterprise IT offerings as applicable.	Maximize adoption of new technologies.	DHSR Business Process Automation System
DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state enterprise IT offerings as applicable.	Maximize adoption of new technologies.	Division of Medical Assistance (DMA) Data Governance
DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state enterprise IT offerings as applicable.	Maximize adoption of new technologies.	DMA Business Intelligence Infrastructure
DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state enterprise IT offerings as applicable.	Maximize adoption of new technologies.	Long-Term Care (LTC) Employee Criminal Record Background Check System
DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state enterprise IT offerings as applicable.	Maximize adoption of new technologies.	Modernize Underlying Technology for Critical Software Applications
DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state	Maximize adoption of new technologies.	NC Fast

	enterprise IT offerings as applicable.		
DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state enterprise IT offerings as applicable.	Maximize adoption of new technologies.	Onboarding to Statewide Service Offerings
DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state enterprise IT offerings as applicable.	Maximize adoption of new technologies.	Quality Improvement and Risk Prevention
DHHS	Continue to streamline and modernize the delivery of IT functions, services and solutions as well as leveraging state enterprise IT offerings as applicable.	Maximize adoption of new technologies.	Workforce Online Reporting and Knowledge System (WORKS)
DHHS	In partnership with DHHS business units, ensure that the Department's business needs and strategies are driving technology decisions.	Leverage IT to support business process improvement.	DPH Meaningful Use
DHHS	In partnership with DHHS business units, ensure that the Department's business needs and strategies are driving technology decisions.	Leverage IT to support business process improvement.	DPH Office of the Chief Medical Examiner (OCME) System Upgrade
DHHS	In partnership with DHHS business units, ensure that the Department's business needs and strategies are driving technology decisions.	Leverage IT to support business process improvement.	Health Information Portability and Accountability Act of 1996 (HIPAA) Standards Compliance
DHHS	In partnership with DHHS business units, ensure that the Department's business needs and	Leverage IT to support business process improvement.	HIV Out of Care (OOC) Database

	strategies are driving technology decisions.		
DHHS	In partnership with DHHS business units, ensure that the Department's business needs and strategies are driving technology decisions.	Leverage IT to support business process improvement.	VieBridge Home and Community Based Services (HCBS)
DHHS	In partnership with DHHS business units, ensure that the Department's business needs and strategies are driving technology decisions.	Leverage IT to support business process improvement.	Vital Records Automation
DHHS	Maximize cost avoidance by providing cost-effective technical solutions, eliminating redundancy and implementing an enterprise approach to IT solutions across the Department.	Leverage IT to support business process improvement.	Division of State Operated Healthcare Facilities (DSOHF) Automated Timekeeping in State Facilities
DHHS	Maximize cost avoidance by providing cost-effective technical solutions, eliminating redundancy and implementing an enterprise approach to IT solutions across the Department.	Leverage IT to support business process improvement.	State Operated Facilities Electronic Health Record/Electronic Medical Record (EHR/EMR) – Veterans Health Information Systems and Technology Architecture (VistA)
DOA	ArcGIS Online for Organization.	GIS Cloud-Based Platform.	Educate and Train
DOA	ArcGIS Online for Organization.	GIS Cloud-Based Platform.	Launch GIS Cloud-Based Site.
DOA	ArcGIS Online for Organization.	GIS Data Develop.	Key Data Layer Development.
DOA	ArcGIS Online for Organization.	GIS Data Develop.	Publish The Data (Web Services
DOA	Maximize surplus property revenue.	Replace current system.	Replace current system.
DOA	Procurement Transformation.	Contract Management.	Enhancement to current Ariba Buyer system to enable “back end” contract management by keeping a record of vendor contacts made, contract terms and conditions, milestones, deliverables
DOA	Procurement Transformation.	Document Management	Enhancement to allow for electronic document storage

DOA	Procurement Transformation.	Electronic Bidding.	Enhancement to current Ariba Buyer system to allow for electronic bid submission and strategic sourcing
DOA	Procurement Transformation.	Spend Analysis.	Enhancement to enable data collection, analysis and reporting from multiple sources of data
DOA	Procurement Transformation.	Vendor Registration.	Single vendor repository
DOA	Provide IT support for daily business operations	Maintain highly efficient information systems	Application issues resolved and data entry errors corrected within SLA
DOA	Provide IT support for daily business operations	Maintain highly efficient information systems	Web issues resolved and changes made within SLA.
DOA	Provide IT support for daily business operations	Maintain software standardization.	Adhere to n-1software release guideline.
DOA	Provide IT support for daily business operations	Maintain software standardization.	Convert old systems to standard architecture.
DOA	State Construction/UNC GA Initiative.	CAPSTAT Replacement.	Modify the existing SCO InterScope system.
DOA	State Construction/UNC GA Initiative.	Data Transfer to HUBSCO.	Transfer HUB participation data from InterScope to HUBSCO.
DOA	State Construction/UNC GA Initiative.	Improve Project Management.	Project Management data transfer.
DOI	Bolster internal and external stakeholder satisfaction with continuously improving information technology capabilities	Bolster internal and external stakeholder satisfaction with continuously improving information technology capabilities	Bolster internal and external stakeholder satisfaction with continuously improving information technology capabilities
DOI	Comply with statutes, policies, and industry best practices	Comply with statutes, policies, and industry best practices	Comply with statutes, policies, and industry best practices
DOI	Reduce the cost per information technology service or transaction	Reduce the cost per information technology service or transaction	Reduce the cost per information technology service or transaction
DOI	Respond in a timely manner to legislative mandates	Respond in a timely manner to legislative mandates	Respond in a timely manner to legislative mandates
DOJ	Improve and Streamline -- Information Technology will leverage existing emerging and innovative technologies to strive to improve processes and maintain a sound infrastructure within the Department that will allow employees to use their time	Improve organizational workflows.	Remote video testimony

	efficiently to accomplish the goals of the Department.		
DOJ	Improve and Streamline -- Information Technology will leverage existing emerging and innovative technologies to strive to improve processes and maintain a sound infrastructure within the Department that will allow employees to use their time efficiently to accomplish the goals of the Department.	Improve organizational workflows.	The Department of Justice will be looking for a way to track and chargeback expense costs of case litigation.
DOJ	Improve and Streamline -- Information Technology will leverage existing emerging and innovative technologies to strive to improve processes and maintain a sound infrastructure within the Department that will allow employees to use their time efficiently to accomplish the goals of the Department.	Provide innovative and efficient alternatives for the department	Communication Technology Enhancements
DOJ	Improve and Streamline -- Information Technology will leverage existing emerging and innovative technologies to strive to improve processes and maintain a sound infrastructure within the Department that will allow employees to use their time efficiently to accomplish the goals of the Department.	Provide innovative and efficient alternatives for the department	Deploy Office 365

DOJ	Improve and Streamline -- Information Technology will leverage existing emerging and innovative technologies to strive to improve processes and maintain a sound infrastructure within the Department that will allow employees to use their time efficiently to accomplish the goals of the Department.	Provide more efficient access to application portfolio	Collection ePortal/InfoShare Enhancement
DOJ	Inform citizens -- The Information Technology Division will plan and deliver information systems that are designed to apprehend predators and arm the public with as much accurate information as possible to protect them from predatory or criminal activity and provide North Carolina consumers with sound information to disarm scam attempts.	Provide public with accurate, up-to-date information	Bulk Texting
DOJ	Privacy and security -- the Information Technology Division will ensure the privacy, integrity, reliability and appropriate use of information resources	Incorporate best practices in regards to how systems, data, & information are accessed	Storage and archive of electronic information
DOJ	Strengthen Law Enforcement -- The Information Technology Division will plan and deliver information systems that are designed to train and strengthen law enforcement and better enable law enforcement across the State to protect the public.	Improve the quality, tracking and access to training for law enforcement across the State	Implement Campus Portal for NC Justice Academies
DOJ	Strengthen Law Enforcement -- The Information Technology Division will plan and deliver information systems that are designed to train and strengthen law enforcement and better	Provide Law Enforcement with higher quality Information	Implement version two of TRACS T&S

	enable law enforcement across the State to protect the public.		
DOL	Application Modernization and Evolution	Amusement Device Inspection System	Develop and implement a formal Amusement Device inspection system
DOL	Application Modernization and Evolution	Develop a plan to address common agency business needs	Document detailed analyses of each bureau's business requirements
DOL	Application Modernization and Evolution	Develop a plan to address common agency business needs	Explore and determine technical delivery methods that are more responsive to business unit requirements
DOL	Application Modernization and Evolution	Elevator Inspections System	Develop and implement a formal Elevator inspections system
DOL	Application Modernization and Evolution	Ensure efficient operation of OSHA Management Information System	Integrate OSHA Express with Federal OIS
DOL	Application Modernization and Evolution	Wage and Hour Investigations System	Conduct analysis of Wage and Hour Bureau business requirements
DOL	Application Modernization and Evolution	Wage and Hour Investigations System	Develop and implement a new Wage and Hour case management system
DOL	Client Computing Strategy	Provide hardware and software needed to achieve efficiency and increase productivity	Conduct regular hardware refresh cycles
DOL	Client Computing Strategy	Refresh server infrastructure	Migrate servers to OITS data centers
DOL	Client Computing Strategy	Refresh server infrastructure	Oracle server consolidation and system upgrades
DOL	Enabling Technology	Agency Technology Modernization effort	Expansion of new Enterprise Content Management (ECM) System
DOL	Enabling Technology	Agency Technology Modernization effort	Implement Business Process Management (BPM) technology
DOR	DISAGGREGATION	DISAGGREGATION	DISAGGREGATION
DOR	ENTERPRISE ARCHITECTURE	ENTERPRISE ARCHITECTURE	ENTERPRISE ARCHITECTURE
DOR	IT FINANCIAL MANAGEMENT	IT FINANCIAL MANAGEMENT	IT FINANCIAL MANAGEMENT
DOR	IT GOVERNANCE	IT GOVERNANCE	IT GOVERNANCE
DOR	IT PRINCIPLES	IT PRINCIPLES	IT PRINCIPLES
DOR	IT SERVICE MANAGEMENT	IT SERVICE MANAGEMENT	IT SERVICE MANAGEMENT
DOR	IT SERVICES	IT SERVICES	IT SERVICES
DOR	ORGANIZATION	ORGANIZATION	ORGANIZATION

DOR	PEOPLE	PEOPLE	PEOPLE
DOR	RISK MANAGEMENT	RISK MANAGEMENT	RISK MANAGEMENT
DOR	SHARED SERVICES	SHARED SERVICES	IT SHARED SERVICES
DOR	SOURCING	SOURCING	SOURCING
DOT	Deliver outstanding IT services to NC DOT business customers and the citizens of North Carolina.	Empower End Users through Spatial Technology	Enable Spatial Technology in End User Workflows
DOT	Deliver outstanding IT services to NC DOT business customers and the citizens of North Carolina.	Empower End Users through Spatial Technology	Expand Use of Online and Cloud-based Services (GO!NC)
DOT	Deliver outstanding IT services to NC DOT business customers and the citizens of North Carolina.	Improve Communications with Customers	IT Communications
DOT	Deliver outstanding IT services to NC DOT business customers and the citizens of North Carolina.	Improve Communications with Customers	IT Customer Survey
DOT	Deliver outstanding IT services to NC DOT business customers and the citizens of North Carolina.	Improve Customer Service Delivery by Implementing IT Service Management Best Practices	Expand use of ITSM Solution to Include Business Process Implementations
DOT	Deliver outstanding IT services to NC DOT business customers and the citizens of North Carolina.	Improve Customer Service Delivery by Implementing IT Service Management Best Practices	Implement IT Service Management Best Practice Solution
DOT	Deliver outstanding IT services to NC DOT business customers and the citizens of North Carolina.	Simplify End User Access to Systems	Implement Simplified Sign On
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Application Modernization and Replacement	DMV Modernization Program
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Application Modernization and Replacement	DMV Next Generation Secure Drivers License System
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Application Modernization and Replacement	Implement Miles Project
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Application Modernization and Replacement	Road Operations and Management Effort (ROME)
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Application Modernization and Replacement	Upgrade SPECS
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Application Modernization and Replacement	Upgrade Traffic Records System

DOT	Improve functionality, quality and cost efficiency of legacy systems.	Improve Application Security	Information Security/Data Masking Initiative
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Improve Quality, Efficiency and Reliability of Legacy Applications	Conduct legacy application assessment
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Improve Quality, Efficiency and Reliability of Legacy Applications	EGIS Environment Scaling
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Improve Quality, Efficiency and Reliability of Legacy Applications	Implement CAST Analysis Software
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Improve Quality, Efficiency and Reliability of Legacy Applications	Reduce operational costs of STARS and SADLS
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Improve Quality, Efficiency and Reliability of Legacy Applications	STI/Prioritization 4
DOT	Improve functionality, quality and cost efficiency of legacy systems.	Legacy Hosting Agreements	SAP/BSIP Hosting Agreement
DOT	Invest in employee professional growth.	Lead National Efforts in GIS Best Practices and Standards	GIS-T 2016
DOT	Invest in employee professional growth.	Provide Formal and Informal Training	Formal Training
DOT	Invest in employee professional growth.	Provide Formal and Informal Training	Informal Training
DOT	Optimize IT governance and processes to maximize organizational productivity.	Continue to Enhance IT Governance and Business Alignment	IT Governance Committee
DOT	Optimize IT governance and processes to maximize organizational productivity.	Continue to Enhance IT Governance and Business Alignment	NC DOT State and National GIS Involvement
DOT	Optimize IT governance and processes to maximize organizational productivity.	Improve IT Organizational Maturity	Improve IT Finance Management
DOT	Optimize IT governance and processes to maximize organizational productivity.	Improve IT Organizational Maturity	Improve IT Process Maturity through deployment of an information technology support and services management toolset (ITSSM)
DOT	Optimize IT governance and processes to maximize organizational productivity.	Improve IT Organizational Maturity	Improved Contract/RFP Management
DOT	Optimize IT governance and processes to maximize organizational productivity.	Improve Organizational and Application Productivity	Enterprise Architecture Framework

DOT	Optimize IT governance and processes to maximize organizational productivity.	Improve Organizational and Application Productivity	Service Oriented Architecture (SOA)
DOT	Optimize IT governance and processes to maximize organizational productivity.	Improve Risk Management, Protect DOT and Customer Assets	Disaster Recover Data Center Location
DOT	Optimize IT governance and processes to maximize organizational productivity.	Improve Risk Management, Protect DOT and Customer Assets	Information and Cyber Security
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Improve Employee Mobility	Mobile Construction Inspection
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Improve Employee Mobility	Upgrade Wireless Infrastructure
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Improve Employee Mobility	Virtual Private Network
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Improve Infrastructure Efficiency	Desktop and Application Virtualization
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Improve Infrastructure Efficiency	Desktop Modernization
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Improve Infrastructure Efficiency	DMV Systems Workstation Modernization

DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Improve Infrastructure Efficiency	Geospatial Infrastructure
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Improve Infrastructure Efficiency	Server Virtualization
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Improve Infrastructure Efficiency	Windows Deployment
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Provide a State of the Art Collaboration Experience	3C and Data Services Project
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Provide a State of the Art Collaboration Experience	DOT Web Site Redesign and Restructuring
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Provide a State of the Art Collaboration Experience	Electronic Signature
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Provide a State of the Art Collaboration Experience	Enterprise Content Management Solution
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Provide a State of the Art Collaboration Experience	Instant Messaging and Video Conferencing

DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Provide a State of the Art Collaboration Experience	Managed User Authorization Capability
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Provide a State of the Art Collaboration Experience	Mobile Platform
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Provide Graphical Information Systems (GIS) Technology Leadership	Continued Enterprise LRS Integration
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Provide Graphical Information Systems (GIS) Technology Leadership	Enterprise Prioritization for STI
DOT	Provide State of the Art Technology Services and Solutions in the Most Cost Effective, Highest Quality, and Most Timely Manner Possible.	Provide Graphical Information Systems (GIS) Technology Leadership	Field Spatial Data Collection
DPI	Complete projects and work efforts that will improve internal NCDPI IT management and associated processes,	Develop approaches for cleaning up and rectifying data errors that have originated from a variety of sources (including conversions during the implementation of applications and deficiencies in the assignment of staff and student IDs) and development recommendations to improve data quality.	Develop approaches for cleaning up and rectifying data errors that have originated from a variety of sources (including conversions during the implementation of applications and deficiencies in the assignment of staff and student IDs) and development recommendations to improve data quality.
DPI	Complete projects and work efforts that will improve internal NCDPI IT management and associated processes	Develop EMPO	Develop EMPO
DPI	Complete projects and work efforts that will improve internal NCDPI IT management and associated processes	Develop IT service management processes and procedures (ITIL).	Develop IT service management processes and procedures (ITIL).

DPI	Complete projects and work efforts that will improve internal NCDPI IT management and associated processes	Make greater use of features and capabilities in Remedy to improve operations of Home Base.	Make greater use of features and capabilities in Remedy to improve operations of Home Base.
DPI	Complete projects and work efforts that will improve internal NCDPI IT management and associated processes	Review policies and practices for vendor management, including provisions of contracts, service level agreements, quality assurance and service management processes, etc.	Review policies and practices for vendor management, including provisions of contracts, service level agreements, quality assurance and service management processes, etc.
DPI	Complete projects and work efforts that will improve internal NCDPI IT management and associated processes	Select and implement productivity tools (O365)	Office 365 Implementation
DPI	Complete projects and work efforts that will improve internal NCDPI IT management and associated processes	Transfer datacenter to OITS.	Transfer datacenter to OITS.
DPI	Evaluate how NCDPI may better serve LEAs and schools given the merging of administrative and financial and instructional technologies and pedagogical trends at the local level of public education.	Business transformation strategy.	Business transformation strategy.
DPI	Evaluate how NCDPI may better serve LEAs and schools given the merging of administrative and financial and instructional technologies and pedagogical trends at the local level of public education.	Home Base points of interest evolution.	Home Base points of interest evolution.
DPI	Evaluate how NCDPI may better serve LEAs and schools given the merging of administrative and financial and instructional technologies and pedagogical trends at the local level of public education.	Home Base support, maintenance and growth plans.	Home Base support, maintenance and growth plans.

DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Complete the assignment of NCDPI staff for report writing, performing application administration functions, and performing mapping (IMAP) activities. In conjunction with the next major upgrade of PowerSchool, upgrade the software for the SAS tools and database software. Review the hosting near- and long-term technical environments (test, production and development). Design and implement a staging ODS for identifying data errors and making corrections before data is posted to the statewide reporting ODS. Complete the development of the School Report Card (SRC) application.	Complete the assignment of NCDPI staff for report writing, performing application administration functions, and performing mapping (IMAP) activities. In conjunction with the next major upgrade of PowerSchool, upgrade the software for the SAS tools and database software. Review the hosting near- and long-term technical environments (test, production and development). Design and implement a staging ODS for identifying data errors and making corrections before data is posted to the statewide reporting ODS. Complete the development of the School Report Card (SRC) application.
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Educator Effectiveness System - Improvements and enhancements. Student survey function and LEA purchase of PD offering.	Educator Effectiveness System - Improvements and enhancements. Student survey function and LEA purchase of PD offering.
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Exceptional Children - An RFP will be issued soon to replace the more than 10 year old present application that is becoming technically obsolete functionally outdated and too expensive for the value offered. The solution will include workstreams for leading LEA staff through complex Medicaid regulations and features to assist in the expediting early diagnosis and enabling prompt intervention.	Replace ageing Exceptional Children application
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Formative Literacy Instructional Tool Pilot - An RFP has been issued to solicit proposals for a literacy remediation tool as a vendor-managed SaaS solution for the LEAs and schools to use at their option to improve student vocabulary and reading comprehension for 3rd and 4th grade students.	Formative Literacy Instructional Tool Pilot

DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Learning Management System (LMS) for NC Virtual Public Schools (NCVPS) and optionally at their choice, the LEAs and charter schools. An RFP has been issued to solicit proposals for a learning management system as a vendor-managed software as a service (SaaS) solution. Platform for delivery of courses to K-12 students including student-only online mastery courses, instructor-led online courses in class room environment. Need to become part of HomeBase and integrate with Powerschool.	Implement a Learning Management System (LMS) for NC Virtual Public Schools (NCVPS) and optionally at their choice, the LEAs and charter schools.
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Licensure Automated System (LAS) that replaces the outdated public school professional certification system with a new, web-based application	Implement new Licensure Automated System (LAS) to replace the outdated public school professional certification system with a new, web-based application
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Major efforts include changing the present staff and student login ID to the UID from eScholar, integrating the IAM service with all Home Base applications, and integrating IAM with LEA local directory technologies and the State's Enterprise Active Directory service (EAD) by OITS utilizing the NCID identity management system.	Change the present staff and student login ID to UID from eScholar, integrate the IAM service with all Home Base applications, and integrate IAM with LEA local directory technologies and the State's Enterprise Active Directory service (EAD) by OITS utilizing the NCID identity management system.
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	NC Digital Learning Plan for the State to transition from textbooks to digital materials by 2017, including wireless connectivity in the school buildings and broadband capacity.	Implement NC Digital Learning Plan
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	OpenClass - Continue to roll out to entities desiring to receive it, but no major enhancements are anticipated.	Roll out OpenClass to entities desiring to receive it

DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	PowerSchool - Fix any remaining software glitches, clean up outstanding data errors, design and deliver exceptional contract terms, finish integration with Unique ID (UID) and with the Identity and Access Management (IAM) service to resolve single sign-on problems improve hosting reliability and formalize the NCDPI ongoing support organization. Implement the next major upgrade or the vendor package.	Implement PowerSchool upgrades and integration with Unique ID (UID) and with the Identity and Access Management (IAM) service
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Review staffing levels and job classifications to ensure adequate personnel resources and rectify turnover problems, increase training of personnel, incorporate the full capabilities of the Remedy help desk support software, implement ITIL-based formal processes and procedures, and expand metrics and performance reporting capabilities. Transition tier 1 support for the Educator Effectiveness applications from the implementation team to the HBSC.	Review staffing levels and job classifications to ensure adequate personnel resources and rectify turnover problems, increase training of personnel, incorporate the full capabilities of the Remedy help desk support software, implement ITIL-based formal processes and procedures, and expand metrics and performance reporting capabilities. Transition tier 1 support for the Educator Effectiveness applications from the implementation team to the HBSC.
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Schoolnet - Improve integration with the Learning Object Repository (LOR), complete the integration with the IAM service to resolve single sign-on problems, deliver outstanding contracted functions and features, and improve hosting reliability.	Schoolnet - Improve integration with the Learning Object Repository (LOR), complete the integration with the IAM service to resolve single sign-on problems, deliver outstanding contracted functions and features, and improve hosting reliability.
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Schoolnet Content: Re-examine the technical architecture of the LOR and the storage of content in the related applications to develop a resolution to the integration challenges. NCDPI will pressure Pearson (the vendor responsible for integration of Schoolnet and the LOR) to rectify the problems.	Schoolnet Content: Re-examine the technical architecture of the LOR and the storage of content in the related applications to develop a resolution to the integration challenges. NCDPI will pressure Pearson (the vendor responsible for integration of Schoolnet and the LOR) to rectify the problems.
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	The NC Education Cloud (NCEdCloud) portion of RttT follows closely the RttT projects; however, it focuses on the LEAs. It identifies information technology needs for K12 users statewide and facilitates the procurement and implementation of tools and technical services on an opt-in basis.	The NC Education Cloud (NCEdCloud)

DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Twenty internal NCDPI business/instructional applications that have been subsumed into PowerSchool in order to facilitate integrated processing by LEAs and schools, eliminate redundant data entry, and improve data quality	Integrate existing internal NCDPI business/instructional applications into PowerSchool
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Verify NCTest scalability.	Verify NCTest scalability.
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Work with Pearson (vendor responsible for integration) to complete integration efforts and eliminate problems in this area. Work with NCDPI staff and LEAs to assign clear ownership and responsibilities for UID administration, maintenance and integration, and establish processes to keep UIDs free from duplicates.	Work with Pearson (vendor responsible for integration) to complete integration efforts and eliminate problems in this area. Work with NCDPI staff and LEAs to assign clear ownership and responsibilities for UID administration, maintenance and integration, and establish processes to keep UIDs free from duplicates.
DPI	Finish work on and enhance the applications and technical services of Home Base and related endeavors.	Workforce Statewide Longitudinal Data System (SLDS) - NC P20W SLEDS (Statewide Longitudinal Educational Data System) made possible from a US Department of Education(USED) grant to implement an SLDS, linking a broker system with NCDPI, UNC-General Administration, NC Community Colleges, NC Independent Colleges and Universities and workforce data from NC Department of Commerce	Implement a workforce Statewide Longitudinal Data System (SLDS) - NC P20W SLEDS (Statewide Longitudinal Educational Data System)
DPI	Review the status of legacy LEA and NCDPI administrative and financial applications and technical processes, and develop a strategy and plans for simplifying processes and replacing or modernizing applications.	Study and evaluate administrative and technical processes as well as the supporting applications to identify problems and develop integrated solutions and approaches.	Study and evaluate administrative and technical processes as well as the supporting applications to identify problems and develop integrated solutions and approaches.
DPS	Application rationalization and modernization	Existing projects -- A number of significant projects are already underway. The ones listed below are significant by virtue of critically, cost, time, staff resources, or key administration initiatives	Electronic Health Records for Inmates (HERO)

DPS	Application rationalization and modernization	Existing projects -- A number of significant projects are already underway. The ones listed below are significant by virtue of critically, cost, time, staff resources, or key administration initiatives	JFHQ data center consolidation
DPS	Application rationalization and modernization	Existing projects -- A number of significant projects are already underway. The ones listed below are significant by virtue of critically, cost, time, staff resources, or key administration initiatives	NC JOIN
DPS	Application rationalization and modernization	Existing projects -- A number of significant projects are already underway. The ones listed below are significant by virtue of critically, cost, time, staff resources, or key administration initiatives	SAFIS fingerprint system refresh
DPS	Application rationalization and modernization	Existing projects -- A number of significant projects are already underway. The ones listed below are significant by virtue of critically, cost, time, staff resources, or key administration initiatives	School safety -- Supply a mobile app for students to report tips or alert authorities about incidents at their school.
DPS	Application rationalization and modernization	Existing projects -- A number of significant projects are already underway. The ones listed below are significant by virtue of critically, cost, time, staff resources, or key administration initiatives	Update Victim notification (SAVAN) system
DPS	Application rationalization and modernization	Existing projects -- A number of significant projects are already underway. The ones listed below are significant by virtue of critically, cost, time, staff resources, or key administration initiatives	VIPER
DPS	Application rationalization and modernization	Planned projects	Develop SBI/ALE case management approach
DPS	Application rationalization and modernization	Understand what applications we have	Inventory existing systems -- List the systems. Understand what they do. Look at life cycle, cost of maintaining, staff and tool set which supports them. Look for duplications.
DPS	Capitalize on rich data sources for analytics and intelligence	Develop improved analytics capability to apply against multiple large criminal justice datasets	Provide tools for data analysis
DPS	Deliver a united infrastructure -- we owe the business a unified infrastructure that helps this complex agency operate as a single entity.	Data center consolidation	JFHQ project

DPS	Deliver a united infrastructure -- we owe the business a unified infrastructure that helps this complex agency operate as a single entity.	Directory services -- Making directory services work well is a key to unifying our staff.	Active Directory project
DPS	Deliver a united infrastructure -- we owe the business a unified infrastructure that helps this complex agency operate as a single entity.	Directory services -- Making directory services work well is a key to unifying our staff.	ADFS implementation
DPS	Deliver a united infrastructure -- we owe the business a unified infrastructure that helps this complex agency operate as a single entity.	Network rationalization, simplification, cost reduction	De-duplication of circuits
DPS	Deliver a united infrastructure -- we owe the business a unified infrastructure that helps this complex agency operate as a single entity.	Network rationalization, simplification, cost reduction	Evaluate WAN architecture
DPS	Deliver a united infrastructure -- we owe the business a unified infrastructure that helps this complex agency operate as a single entity.	Telephony infrastructure	VOIP project
DSOS	Advance the delivery of e-government services	Identify customer demand for additional e-government services	Identify opportunities for new and expanded e-government service
DSOS	Advance the delivery of e-government services	Initiate new e-government services	Convert more paper form processes to e-form processes
DSOS	Maintain state-of-the-art system	Ensure access to customers' PII remains secure and private	Enforce IT security standards and best practices -- The Department will continue to enforce departmental and statewide IT security standards and industry best practices when developing and deploying online applications and when training employees at annual IT security training. Documents filed with PII will have the PII redacted from the public images provided via the websites.
DSOS	Maintain state-of-the-art system	Ensure IT applications provide efficient and reliable service	Monitor IT resource utilization levels and adjust as necessary -- Server virtualization will be used to help balance resources.

DSOS	Maintain state-of-the-art system	Ensure IT applications provide efficient and reliable service	Upgrade hardware and software as necessary
DSOS	Maintain state-of-the-art system	Increase transparency and reduce or eliminate paper file storage space requirements	Replace paper document retention requirements with electronic requirements
DSOS	Understand and respond to customer needs	Measure the level of service being provided to customers	Continue regular customer service surveys rating levels of service
DSOS	Understand and respond to customer needs	Provide helpful, accurate, and up-to-date information at division websites	Ensure division websites are informative, accurate, and up-to-date
DST	Enhance Accountability of Department Services	Effectively Manage risk, resources and compliance	Establish a departmental strategy for procurement and contract management - Replacement of LibertyNET with Agency-Wide Procurement Management System
DST	Enhance Accountability of Department Services	Promote and improve transparency and ethical processes	Develop, analyze and implement departmental policies and standard operating procedures - Tools for Governance management
DST	Enhance Accountability of Department Services	Strengthen Board and Committee Oversight	Provide consistent meeting formats, presentation of materials and records across Department for all boards and commissions chaired by Treasurer - Digital Imaging and Document Warehousing
DST	Innovative and Modernize Operations	Continuously Improve Core Functions and Programs	Other Improvement Initiatives - Complete Compliance Initiatives
DST	Innovative and Modernize Operations	Continuously Improve Core Functions and Programs	Other Improvement Initiatives - Continue Data Matching Efforts
DST	Innovative and Modernize Operations	Continuously Improve Core Functions and Programs	Other Improvement Initiatives - Evaluate Unclaimed Property Management Systems
DST	Innovative and Modernize Operations	Continuously Improve Core Functions and Programs	Other Improvement Initiatives - Modifications to ORBIT for Firefighters' and Rescue Squad Workers' Pension Fund
DST	Innovative and Modernize Operations	Continuously Improve Core Functions and Programs	Reassess the organizational structure of Legal, IT and SLGFD - Implement the Recommendations of the IT Operational Review
DST	Innovative and Modernize Operations	Improve data analytics and use of metrics in decision making processes	Create scorecards and performance measurement standards for each division and core service area - Business Process Automation
DST	Innovative and Modernize Operations	Improve data analytics and use of metrics in decision making processes	Develop departmental and divisional policies and processes for data capture, analytics and sharing - Departmental Analytics Program

DST	Innovative and Modernize Operations	Improve data analytics and use of metrics in decision making processes	Develop departmental and divisional policies and processes for data capture, analytics and sharing - Execute Data and Analytics Strategy
DST	Innovative and Modernize Operations	Improve data analytics and use of metrics in decision making processes	Develop departmental and divisional policies and processes for data capture, analytics and sharing - Replacement of Documentum with New Report Management Portal
DST	Innovative and Modernize Operations	Strategically Implement Technology-Based Applications	Assess cross-functionality and best practices across departmental call centers and implement necessary upgrades - Replace and/or Upgrade Aging Technology Systems
DST	Innovative and Modernize Operations	Strategically Implement Technology-Based Applications	Complete modernization of SLGFD business systems and infrastructure - Administrative Management System
DST	Innovative and Modernize Operations	Strategically Implement Technology-Based Applications	Complete modernization of SLGFD business systems and infrastructure - Debt Management System Replacement
DST	Innovative and Modernize Operations	Strategically Implement Technology-Based Applications	Enhance e-communications abilities and strategies to be more responsive and interactive with members and customers - Develop an Extranet Portal for Collaboration with External Vendors
DST	Innovative and Modernize Operations	Strategically Implement Technology-Based Applications	Enhance e-communications abilities and strategies to be more responsive and interactive with members and customers - Website Redesign and Other Communications Initiatives
DST	Innovative and Modernize Operations	Strategically Implement Technology-Based Applications	Implement a new Core Banking System with cash management functionality - Complete Core Banking Upgrade and Implement Cash Management Functionality
DST	Innovative and Modernize Operations	Strategically Implement Technology-Based Applications	Implement a new Core Banking System with cash management functionality - Upgrade to Bank Imaging System
DST	Innovative and Modernize Operations	Strategically Implement Technology-Based Applications	Increase availability, quality, and use of self-service technologies - Complete Implementation of Claims Fast-Tracking Initiative
DST	Innovative and Modernize Operations	Strategically Implement Technology-Based Applications	Increase availability, quality, and use of self-service technologies - Workflow and Online Forms for Web Infrastructure

DST	Maximize the Talent of our People	Execute a Successful Building Move and Office Consolidation	Execute a Successful Building Move and Office Consolidation
DST	Provide public leadership in finance, fiscal, and health policy	Maximize risk adjusted return of the investment portfolio	Complete comprehensive update of investment policies - Accounts Payable Management System for Investment Portfolios
DST	Provide public leadership in finance, fiscal, and health policy	Maximize risk adjusted return of the investment portfolio	Complete comprehensive update of investment policies -- Enhance Reporting of Investment Performance and Issue Financial Statements
DST	Provide public leadership in finance, fiscal, and health policy	Maximize risk adjusted return of the investment portfolio	Complete comprehensive update of investment policies - Internal Management of Publicly Traded Investments Global Equity Index Positions
DST	Provide public leadership in finance, fiscal, and health policy	Maximize risk adjusted return of the investment portfolio	Complete comprehensive update of investment policies - Leverage Third-Party Automation Tools for Manual Processes
NCCCS	College information system (CIS) modernization	Provide community colleges with technologies that meet current and future business needs	CIS platform migration
NCCCS	College information system (CIS) modernization	Provide community colleges with technologies that meet current and future business needs	College information system (CIS) hosting
NCCCS	Continuously improve access, communications, operations, and maintenance	Agency Infrastructure & Applications	Agency Infrastructure & Applications
NCCCS	Continuously improve access, communications, operations, and maintenance	CIS template enhancement	Ellucian e-transcripts
NCCCS	Continuously improve access, communications, operations, and maintenance	CIS template enhancement	Ellucian Mobile and Ellucian Portal
NCCCS	Continuously improve access, communications, operations, and maintenance	CIS template enhancement	Ellucian self-service
NCCCS	Continuously improve access, communications, operations, and maintenance	CIS template enhancement for student and finance systems	Ellucian Elevate
NCCCS	Continuously improve access, communications, operations, and maintenance	CIS template enhancement for student and finance systems	Ellucian FA Hub
NCCCS	Continuously improve access, communications, operations, and maintenance	EMPO Coordination	HR Systems: LMS, BEACON, PM

NCCCS	Continuously improve access, communications, operations, and maintenance	Engineer infrastructure and business processes to align with future agency and community college technology requirements	Implement Learning management systems (Moodle, Blackboard, support)
NCCCS	Continuously improve access, communications, operations, and maintenance	Engineer infrastructure and business processes to align with future agency and community college technology requirements	Implement virtual computing environment (VCE)
NCCCS	Continuously improve access, communications, operations, and maintenance	Engineer infrastructure and business processes to align with future agency and community college technology requirements	Learning technology systems
NCCCS	Continuously improve access, communications, operations, and maintenance	Engineer infrastructure and business processes to align with future agency and community college technology requirements	North Carolina learning object repository
NCCCS	Continuously improve access, communications, operations, and maintenance	Enterprise Project Management Systems	Core Switch
NCCCS	Continuously improve access, communications, operations, and maintenance	Enterprise Project Management Systems	Electronic Forms
NCCCS	Continuously improve access, communications, operations, and maintenance	Enterprise Project Management Systems	Firewall
NCCCS	Continuously improve access, communications, operations, and maintenance	Enterprise Project Management Systems	Managed Print Services
NCCCS	Continuously improve access, communications, operations, and maintenance	High school equivalency assessment -- North Carolina currently offers the General Educational Development (GED®) Test as the high school equivalency assessment that leads to a North Carolina High School Equivalency credential. From July 1, 2012 through June 30, 2013, 25,744 North Carolina residents took the GED® Test at official testing site locations. North Carolina awarded 14,300 GED® diplomas during this period. At the writing of this document, the System Office has issued Request for Proposal #50-NCCS071114 to identify a vendor who can satisfy mandatory requirements for the paper-based and computer-based High School Equivalency Assessment test.	implement High school equivalency assessment system

NCCCS	Continuously improve access, communications, operations, and maintenance	Microsoft technologies	Microsoft SharePoint implementation
NCCCS	Continuously improve access, communications, operations, and maintenance	Microsoft technologies	Office 365 Implementation
NCCCS	Improve data quality and electronic reporting	Establish a robust data system that provides accurate and accessible information that fosters a culture of data-driven decision making which addresses research questions and informs policies.	Data initiative
NCCCS	Improve data quality and electronic reporting	Establish a robust data system that provides accurate and accessible information that fosters a culture of data-driven decision making which addresses research questions and informs policies.	SAS tools and training
OSA	Current Applications/Services	OSA Metric Focused SharePoint Portals	Research a new Practice Management solution 2014-2015 FY. Develop further automation for the processes and data gathering Design and develop a high-level dashboard to place on top of the metric pages for even further executive-level summaries Design, build and implement the technical solutions as needed
OSA	Current Applications/Services	Audit Exchange (ACL) – Extract, Transform, Load (ETL)	NCAS Banner UNC Hospitals Beacon Colleague PeopleSoft
OSA	Current Applications/Services	BCP - COOP / Business Continuity Plan Development (LDRPS)	Document necessary actions and responsibilities for continuing operations should North Carolina Office of the State Auditor leadership be incapacitated or should facilities at 2 South Salisbury Street (Raleigh) become unusable.

OSA	Current Applications/Services	Continuing Professional Education Tracking System (CPE)	<p>Maintain the CPE application providing administrative and user support, data integration and patches as needed</p> <p>Document the CPE application and any requested enhancements</p> <p>Determine the priorities of any enhancements that are requested</p> <p>Develop a technical solution for each critical priority enhancement, if any</p> <p>Design, build and implement the technical solutions as needed</p>
OSA	Current Applications/Services	Data Management Plan	<p>Efficiently and effectively manage data while adhering to data retention schedules</p> <p>Develop a consistent Data Management Policy for OSA</p> <p>Monitor and manage storage usage to better determine trends and forecast future needs</p>
OSA	Current Applications/Services	Email Archive – E-Discovery Plan	Email Archive – E-Discovery Plan
OSA	Current Applications/Services	Exploration of Unanticipated Opportunities	<p>Explore unanticipated challenges and/or opportunities to determine how they meet Agency goals and objectives and how they fit within the IT Portfolio.</p>
OSA	Current Applications/Services	GIS Pilot Project	<p>Identify potential uses of GIS within OSA</p> <p>Develop guidelines and best practices for GIS use including data cleanup</p> <p>Implement a Test Case application of GIS technology within OSA</p>
OSA	Current Applications/Services	Inventory Management Improvement	Implement improvements to better collect and manage inventory data.

OSA	Current Applications/Services	KBOX Imaging for New Laptop Deployment	<p>Cross-platform disk imaging to automate the build out of systems and eliminate the costs of manual provisioning</p> <p>Full visibility into the hardware and software inventory to enable effective asset management</p> <p>Software, configuration and patch distribution from a centralized library to reduce the costs of updates and maintain machine compliance regardless of platform</p> <p>Software metering across to enable software license harvesting</p> <p>Remote control, repair and recovery to eliminate desk visits</p> <p>Software metering across to enable software license harvesting Remote control, repair and recovery to eliminate desk visits.</p>
OSA	Current Applications/Services	MS Enterprise Agreement Management Plan	To maximize the usage and benefits gained from the Microsoft Enterprise Agreement.
OSA	Current Applications/Services	Remote Firewall Upgrades	Replace existing kit firewalls with new hardware throughout FY 2015.
OSA	Current Applications/Services	Server Capacity Monitoring Plan	To develop a comprehensive and consistent method to monitor server thru put, memory usage, storage capacity usage, as well as other hardware and software parameters to better detect trends, identify potential problems and conduct server capacity planning.
OSA	Current Applications/Services	Server Virtualization	<p>Data Center Reorganization</p> <p>Server Consolidation</p> <p>Development environment</p> <p>Improved Asset tracking especially regarding software licenses</p> <p>Virtual Host implementation</p> <p>Server Transition</p> <p>Documentation / Process development</p>
OSA	Current Applications/Services	SharePoint Features Enhancement	Implement the SARA Portal Project

OSA	Current Applications/Services	Time Reporting System (TRS) Enhancements	Document all desired enhancements to the TRS application Document the requirements for each enhancement Determine the priority of each enhancement Develop a technical solution for each critical priority enhancement Design, build and implement the technical solutions
OSA	Current Applications/Services	Virtual Development and Test Environments	Simplify number and type of test servers Virtualize servers where possible Maximize use of MS Enterprise Agreement Consolidate code base into a single code repository Ensure developers have access to most up to date development tools
OSA	Current Applications/Services	Virtualization Architectural Analysis	Simplify existing server/network architecture Identify standards and best practices Improve monitoring and management of OSA servers/network
OSA	Current Applications/Services	Virtualization Disaster Recovery Architecture	A comprehensive and integrated disaster recovery is being developed that allows the agency to meet both Recovery Time Objectives and Recovery Point Objectives. The potential for a Virtualization solution is high and the solution will be evaluated and a pilot test case has been developed to finalize the feasibility of the virtualization solution.
OSA	Human Resources	Maintain MIS Staff	Maintain MIS Staff
OSA	Infrastructure Assets		Refresh older computers and infrastructure with up to date technology.

OSA	Operations/IT Management	Move towards an ITIL based, service orientated IT organization	<p>Improve Project Management and Delivery (UMT PPM Tool)</p> <p>Improve Applications Portfolio Management (UMT APM Tool)</p> <p>Improve Infrastructure assets management and inventory control (Numara)</p> <p>Improve Security management by implementing a network monitoring tool (Rapid7) to monitor network traffic, intrusion detection and application response timing analysis.</p> <p>Improve Disaster recovery and business continuity planning (Sever Virtualization and LDRPS- COOP)</p>
OSBM	improve transparency and modernize web presence	Improve NC Open Book	Work with NC GEAR to improve the NC Open Book website as part of a larger initiative to improve open data in North Carolina
OSBM	improve transparency and modernize web presence	Redesign OSBM's website	Update the look and feel of OSBM's website as part of the Digital Commons initiative
OSBM	Provide excellent support for OSBM's applications	Streamline support model and technology stack	Improve NC Grants application
OSBM	Provide excellent support for OSBM's applications	Streamline support model and technology stack	Migrate legacy Oracle/Java applications from Sun Solaris to Z-Linux and Windows VMs
OSBM	Provide excellent support for OSBM's applications	Streamline support model and technology stack	Refresh IBIS hardware
OSBM	Utilize current technology to efficiently and effectively support State Budgeting Processes	Continue to enhance the Integrated Budget Information System (IBIS)	Complete development of the IBIS Strategic Planning form and associated workflow
OSBM	Utilize current technology to efficiently and effectively support State Budgeting Processes	Continue to enhance the Integrated Budget Information System (IBIS)	Enhance IBIS to include bulk upload capabilities for Certification, Budget Revisions and Worksheet II's
OSBM	Utilize current technology to efficiently and effectively support State Budgeting Processes	Eliminate reliance on mainframe COBOL for IBIS interface processing	Replace mainframe COBOL procedures with Oracle PL/SQL
OSBM	Utilize current technology to efficiently and effectively support State Budgeting Processes	Expand upon the Business Intelligence and operational reporting capabilities of the IBIS Cognos environment	Create BI Cubes to produce drill-down, analytical and historical/trend reports
OSBM	Utilize current technology to efficiently and effectively support State Budgeting Processes	Expand upon the Business Intelligence and operational reporting capabilities of the IBIS Cognos environment	Migrate historical data from mainframe IMS databases into IBIS Oracle databases

OSBM	Utilize current technology to efficiently and effectively support State Budgeting Processes	Expand upon the Business Intelligence and operational reporting capabilities of the IBIS Cognos environment	Produce the Governor's recommended budget for the 15-17 biennium from the IBIS Cognos BI component
OSBM	Utilize current technology to efficiently and effectively support State Budgeting Processes	Implement MS SharePoint	Implement SharePoint to enable more efficient collaboration and document management
OSC	OPTIMIZE OPERATIONAL EXECUTION	Improve HR/Payroll Infrastructure	Refresh BEACON HR/Payroll Hardware, moving to an engineered system to improve performance (in particular with reporting and overnight processing), reduce maintenance efforts and reduce total cost of solution.
OSC	PROVIDE EXCELLENT ENTERPRISE CUSTOMER SERVICE	Develop/Implement facilitative technology systems	Implementation of finance backbone / NCAS replacement
OSC	PROVIDE EXCELLENT ENTERPRISE CUSTOMER SERVICE	Develop/Implement facilitative technology systems	Replace the CMCS system by implementing Oracle's FlexCube cash management module.
OSC	PROVIDE EXCELLENT ENTERPRISE CUSTOMER SERVICE	Improve HR/Payroll Reporting	Roll out Business Objects to improve HR/Payroll reporting
OSHR	EEO, Diversity & Inclusion: Develop, implement and lead initiatives that promote EEO, leverage diversity and foster inclusion to ensure fairness and opportunities for all employees	Promote awareness and understanding of diversity and inclusion by the development and implementation of webinars, videos, you-tube and other social media programs to support a diverse and inclusive work environment	Incorporate videos, webinars, and other diversity information on OSHR's website to promote diversity awareness
OSHR	EEO, Diversity & Inclusion: Develop, implement and lead initiatives that promote EEO, leverage diversity and foster inclusion to ensure fairness and opportunities for all employees	Promote awareness and understanding of diversity and inclusion by the development and implementation of webinars, videos, you-tube and other social media programs to support a diverse and inclusive work environment	Provide information and forms via the OSHR website to assist individuals seeking information or wishing to make EEO informal inquiries
OSHR	Maximize the Human Resource function to meet the current and future needs of state government.	Improve Temporary Solutions business processes and technology to most efficiently and effectively deliver services	Evaluate the collection and invoicing processes and implement business process improvements

OSHR	Maximize the Human Resource function to meet the current and future needs of state government.	Integrate technology into the HR System's processes	Participate in the ERP Financials planning process to ensure integration with HR functions is considered and HR requirements are met. As the state's approach to replacing our current financial systems is determined, it will be important to consider current and future HR processing needs as part of the ERP software selection process.
OSHR	Maximize the Human Resource function to meet the current and future needs of state government.	Integrate technology into the HR System's processes	Redesign the OSHR website as part of the Digital Commons Initiative. OSHR is participating in the Digital Commons initiative to ensure a common look and feel of agency websites across state government. OSHR recognized the need for a redesign of our website months before the statewide rebranding effort began, and has been actively participating in workshops to arrive at a common framework and approach to state government websites. OSHR has created a number of new websites in the past six months, and will incorporate the new look and feel into those sites once the common templates and tools are made available for agency use.
OSHR	Maximize the Human Resource function to meet the current and future needs of state government.	NC GEAR: Lead the effort within the executive branch to review the efficiency and effectiveness of the HR function	Utilize technology to support and/or implement NC GEAR recommendations, including recommended business process improvements. There are a number of HR transactional processes which can be improved through streamlining and simplifying processes and pushing the point of entry to employee and manager self-services. The employee separation transaction is an example of a process that may be processed more timely and effectively if pushed out to the manager.
OSHR	Safety, Health & Workers Compensation: Establish a behavior based safety culture emphasizing hazard recognition to reduce employee injuries and illnesses, while establishing processes to manage and control the workers compensation cost.	Sustain a contract with a third party administrator to manage workers comp claims	Work with the 3rd party service providers to add functionality, as needed, to identify trends, reduce safety incidents and reduce workers comp costs.

OSHR	Safety, Health & Workers Compensation: Establish a behavior based safety culture emphasizing hazard recognition to reduce employee injuries and illnesses, while establishing processes to manage and control the workers compensation cost.	Utilize technology to increase safety awareness.	Use the OSHR website, digital newsletters and the learning management system to provide information and training to state employees to increase safety awareness and reduce safety hazards and incidents.
OSHR	Talent Development and Management	Implement a centrally funded Enterprise Performance Management System	Replace the current paper-based work plans and annual performance appraisals
OSHR	Talent Development and Management	Sustain a centrally funded Enterprise Applicant Tracking System	Implement a system that meets the needs of the State to attract and document job applicants
OSHR	Talent Development and Management	Sustain a centrally funded, Enterprise Learning Management System	Enable transportable learning and development activities throughout state government by sustaining an enterprise-wide software application for the administration, documentation, tracking, and reporting of training programs, classroom and online events, e-learning programs and training content.
OSHR	Total Rewards: Develop and implement a system of total rewards to attract, motivate and retain employees.	Consolidate Benefits: Inventory and evaluate varying benefit plans in the agencies and recommend the feasibility and structure to consolidate offerings.	Implement consolidated benefits within the BEACON HR/Payroll system.
OSHR	Total Rewards: Develop and implement a system of total rewards to attract, motivate and retain employees.	Research, design and develop a total compensation system that is market competitive, consistent and fair for state employees.	Integrate the new classification and salary structure into the BEACON HR/Payroll system.
OSHR	Total Rewards: Develop and implement a system of total rewards to attract, motivate and retain employees.	Research, design and develop a total compensation system that is market competitive, consistent and fair for state employees.	Work with OSC to ensure proper integration with the state's Job Description writing tool.
SBE	Upgrade and deploy Campaign Finance (CF) application to all counties	Upgrade CF application and deploy to all counties. CF is currently over 14 years old and some of the development source code is a few versions out of date.	During the upgrade of the CF application, development will also add in code and components to allow all county election workers to access the CF application.

SBE	Upgrade and deploy Campaign Finance (CF) application to all counties	Upgrade CF application and deploy to all counties. CF is currently over 14 years old and some of the development source code is a few versions out of date.	The IT development group is currently working on upgrading the CF application small parts at a time. Once the SEIMS RFP work has begun, internal development will shift more internal staff to work on the CF application upgrade.
SBE	Upgrade and deploy Campaign Finance (CF) remote/treasurer application	Upgrade and deploy CF to all treasurers	The Campaign Finance division is currently working with the awarded vendor SOE software and researching other vendors on completing this project.
SBE	Upgrade the Statewide Election Information Management System (SEIMS) application utilizing the remaining Help America Vote Act (HAVA) federal funds.	Centralize the SEIMS application. SEIMS is a client/server application that replicates all county server data to the statewide voter registration database real time. Each of the 100 counties has a server and all software installed locally on their client workstations. This has many advantages however; the SBE experience in upgrading and supporting SEIMS over the past several years confirms that this approach should be migrated from a decentralized to a more centralized approach over time.	The elections division is currently working on an RFP to gather requirements and write a final RFP for the SEIMS upgrade.
SBE	Upgrade the Statewide Election Information Management System (SEIMS) application utilizing the remaining Help America Vote Act (HAVA) federal funds.	Integrate GIS into the SEIMS application. SEIMS currently uses a manual process of researching maps and updating street ranges in the GEOCODE application of SEIMS to verify and assign jurisdictions to voters. Replacing this method with GIS will allow for seamless voter jurisdiction management, less data entry errors and almost seamless and instant redistricting for the future.	The elections division is currently working on an RFP to gather requirements and write a final RFP for the SEIMS upgrade.
SBE	Upgrade the Statewide Election Information Management System (SEIMS) application utilizing the remaining Help America Vote Act (HAVA) federal funds.	OCR/ICR document scanning. SEIMS currently allows users to scan in batches of documents with manual entry of the data from those documents. While users can review and data enter from the electronic image in the application, there is a need for faster data entry. One of the challenges is the need for Intelligent Character Recognition (ICR) since most of the forms we receive are hand written.	The information technology division is currently researching and testing vendor applications for OCR/ICR scanning.
Wildlife	Continue to Upgrade existing systems with more current technology.	Refresh existing desktop and office productivity environment.	Transition to SharePoint, OneDrive, and Lync for file sharing and collaboration within the agency and across all partner agencies.

Wildlife	Continue to Upgrade existing systems with more current technology.	Refresh existing desktop and office productivity environment.	Windows 7 and Office 365 conversion
Wildlife	Continue to Upgrade existing systems with more current technology.	Refresh existing server and database environment.	Convert remaining Microsoft Server 2003 environments to Microsoft Server 2008.
Wildlife	Continue to Upgrade existing systems with more current technology.	Refresh existing server and database environment.	Convert SQL Server environment to SQL Server 2012.
Wildlife	Evaluate remote agency facilities and sites for technology upgrades	Evaluate existing and planned remote WRC facilities and sites for network and wireless needs.	Analyze all existing remote facilities and sites for capacity and usage.
Wildlife	Evaluate remote agency facilities and sites for technology upgrades	Evaluate existing and planned remote WRC facilities and sites for network and wireless needs.	For all new sites, analyze capacity and usage plans to determine best immediate and long term technology options.
Wildlife	Evaluate remote agency facilities and sites for technology upgrades	Evaluate existing and planned remote WRC facilities and sites for telecommunications needs.	For all new sites, analyze capacity and usage plans to determine best immediate and long term technology options.
Wildlife	Implement ALVIN archiving and data warehousing environment	Implement ALVIN database archival process.	Create data warehouse environment for reporting and analytics.
Wildlife	Make agency services more accessible and efficient for all internal and external technology customers	Enhance mobile access for internal WRC staff.	Convert existing applications to mobile-enabled functionality.
Wildlife	Make agency services more accessible and efficient for all internal and external technology customers	Enhance mobile access for internal WRC staff.	Create downloadable applications for use by agency staff where real-time connectivity is not required.
Wildlife	Make agency services more accessible and efficient for all internal and external technology customers	Enhance mobile accessibility for external customers.	Convert WRC agency website to responsive design model, adjusting the formatting of all screens and data based on the device used to access the site.
Wildlife	Make agency services more accessible and efficient for all internal and external technology customers	Enhance mobile accessibility for external customers.	Create downloadable applications for mobile devices users for maps, regulations, and other appropriate information and applications.
Wildlife	Make agency services more accessible and efficient for all internal and external technology customers	Enhance mobile accessibility for external customers.	Enhance mobile functionality for license/permit purchases and big game reporting.

Appendix F: Related Legislation

Statewide IT Restructuring

SL 2014-100

SECTION 7.4.(b) Section 7.4(c) of S.L. 2013-360 reads as rewritten:

"SECTION 7.4.(c) Restructuring Plan. – ~~The State CIO shall conduct a comprehensive review of the State's overall information technology operations, including the efficacy of existing exemptions and exceptions from unified State IT governance. Based upon this analysis, the~~ The State CIO shall develop a update the plan to restructure the State's IT operations for the most effective and efficient utilization of resources and capabilities. The plan shall include identifying, documenting, and providing a framework for developing and implementing the education and training required for all State information technology personnel, including information technology contracting professionals. Each State agency, department, and institution, and The University of North Carolina, shall (i) cooperate fully with the Office of the State CIO during the review and assessment phase of restructuring plan development and (ii) provide to the State CIO all information needed to carry out the purposes of this subsection. By ~~May 1, 2014,~~ December 1, 2014, the State CIO shall present the plan to the Joint Legislative Oversight Committee on Information Technology, along with any recommended legislative proposals ~~for implementation to be considered for introduction during the 2014 Regular Session of the 2013 General Assembly to the 2015 General Assembly.~~"

ERP

SL 2014-100

SECTION 7.1.(b) Funds appropriated to the Information Technology Fund for Enterprise Resource Planning (ERP) shall be used by the State Chief Information Officer, in conjunction with the North Carolina Government Efficiency and Reform Initiative (NC GEAR) and the State Controller, to develop a strategic implementation plan for a statewide ERP. By December 15, 2014, the State Chief Information Officer shall submit the plan to the Joint Legislative Oversight Committee on Information Technology. At a minimum, the plan shall address all of the following:

- (1) Project management.
- (2) Project scope.
- (3) Specific project requirements.
- (4) Time line.
- (5) Cost by State fiscal year.
- (6) Potential funding sources.
- (7) Quality control.
- (8) Change management.
- (9) Risks associated with the project.
- (10) Stakeholder management.

Grants Management

S.L. 2013-360

SECTION 7.14.(a) Effective August 1, 2013, the State Chief Information Officer (CIO) shall oversee the development and implementation of the enterprise grants management system. The State CIO shall review progress on the implementation of the enterprise grants management system and update the plan for its development and implementation. This plan shall include an updated inventory of current agency grants management systems and a detailed process for consolidating grants management within the State, to include a time line for implementation. By October 1, 2013, the State CIO shall provide the updated plan to the Joint Legislative Oversight Committee on Information Technology and the Fiscal Research Division.

SECTION 7.14.(b) There is established a Grants Management Oversight Committee to coordinate the development of an enterprise grants management system. The Committee shall be chaired by the State Chief Information Officer. Committee membership shall include the Director of the Office of State Budget and Management, the State Auditor, the Department of Transportation Chief Information Officer, and the State Controller. The State Auditor shall serve as a nonvoting member. The Committee shall:

- (1) Establish priorities for moving agencies to the enterprise system.*
- (2) Establish priorities for development and implementation of system capabilities.*
- (3) Define system requirements.*
- (4) Approve plans associated with system development and implementation.*
- (5) Review costs and approve funding sources for system development and implementation.*
- (6) Ensure any system benefits are realistic and realized.*

SECTION 7.14.(c) Beginning September 1, 2013, the Office of the State CIO shall report quarterly to the Joint Legislative Oversight Committee on Information Technology and the Fiscal Research Division on the status of the system, including the following information:

- (1) Agencies currently participating in the system.*
- (2) Specific requirements for each agency project included in the system development.*
- (3) Cost and funding sources for each agency participating in the system.*
- (4) Status of each agency project included in the system.*
- (5) Comparison of the status of each project to the project's time line, with an explanation of any differences.*
- (6) Detailed descriptions of milestones completed that quarter and to be completed the next quarter.*
- (7) Any changes in project cost for any participating agency, the reason for the change, and the source of funding, if there is a cost increase.*
- (8) Actual project expenditures by agency, to date, and during that quarter.*
- (9) Any potential funding shortfalls, and their impact.*
- (10) Any issues identified during the quarter, with a corrective action plan and a time line for resolving each issue.*
- (11) Impact of any issues on schedule or cost.*
- (12) Any changes to agency projects, or the system as a whole.*
- (13) Any change requests and their costs.*